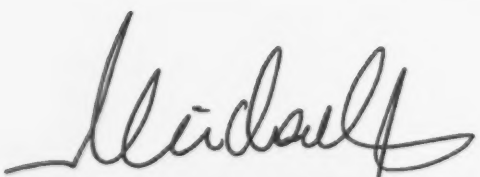
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

REPORT ON PLANS AND PRIORITIES

2008 – 2009 ESTIMATES



The Honourable Michael M Fortier
Minister of Public Works and Government Services
Receiver General for Canada

Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada

Canada

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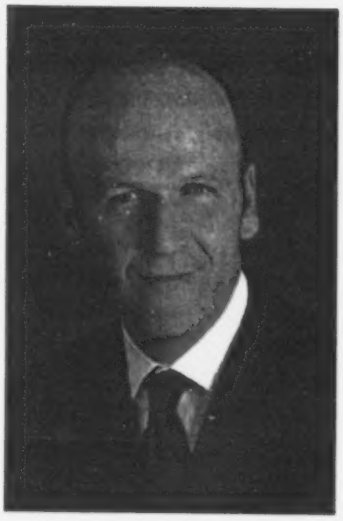
MINISTER'S MESSAGE



I am pleased to present the 2008-2009 Report on Plans and Priorities for Public Works and Government Services Canada outlining our key priorities for the year ahead.

Over the past year, we have made significant progress in adopting a more strategic approach to procurement and streamlining how we purchase goods and services on behalf of the Government of Canada, particularly in the area of military procurement. In the coming year, we will continue to ensure that military procurements deliver maximum, high-quality economic benefits to Canadians, and that Canadian firms are well positioned to contribute to this important government priority. My department will continue to work with our partners in government to ensure that all businesses, particularly small and medium enterprises and those located in the regions, have fair and open access to government contracts, in order to generate regional and industrial benefits for Canadian companies.

As part of our commitment to restoring accountability and ensuring openness and transparency through the Federal Accountability Act and Action Plan, we have made significant progress toward establishing the Office of the Procurement Ombudsman, which will begin operations early in the new fiscal year. We also commissioned and responded to the Report of the Independent Advisor on Public Opinion Research (POR), including a commitment to reduce POR expenditures across government and ensure better value for Canadian taxpayers when government undertakes these activities.

We will continue to build on our real property renewal initiative. In 2007-2008, PWGSC completed the sale-leaseback of seven properties allowing the government to realize significant value for taxpayers while we continue to focus on what really matters to Canadians: providing the high-quality services and programs they need and deserve. PWGSC will continue to pursue a range of strategies to manage its real property portfolio more efficiently and achieve best value for taxpayers. We will continue to work closely with our parliamentary partners to make progress on the Long-Term Vision and Plan for the Parliament Buildings – an extensive renovation and restoration project that will preserve and enhance the beauty and safety of these national treasures.

As highlighted in the October 2007 Speech from the Throne, security remains a priority for our government. We will therefore continue to strengthen Canada's Industrial Security Program. Furthermore, PWGSC will play a leading role in greening the government's operations, contributing to providing a healthier environment for Canadians; for example, by meeting exemplary environmental standards in our buildings and by cleaning up contaminated sites.

I am proud of the progress my department has achieved in many areas, and I support its goal to become a best-in-class service organization. I can assure you that we will continue to respect Canadians by demonstrating transparency and accountability in all of PWGSC's operations.

The Honourable Michael M Fortier

MANAGEMENT REPRESENTATION STATEMENT

I submit for tabling in Parliament, the 2008-2009 Report on Plans and Priorities (RPP) for Public Works and Government Services Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008-2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*, and it:

- Adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- Is based on the department's strategic outcomes and Program Activity Architecture that were approved by the Treasury Board;
- Presents consistent, comprehensive, balanced and reliable information;
- Provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- Reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Guimont

François Guimont
Deputy Minister of Public Works and Government Services

SECTION I – DEPARTMENTAL OVERVIEW

Raison d'être

Public Works and Government Services Canada (PWGSC) is the government's manager of office space and provider of real estate services. We are its central purchasing agent, banker and accountant. We are the government's shared information technology services provider. We provide services in the areas of payroll and pensions, audit, communications, consulting, translation and linguistic services, industrial security, and in the coordination of greening of government operations. By delivering our programs and services in an efficient, effective and exemplary manner, we strive to enable modern government.

PWGSC Business Highlights

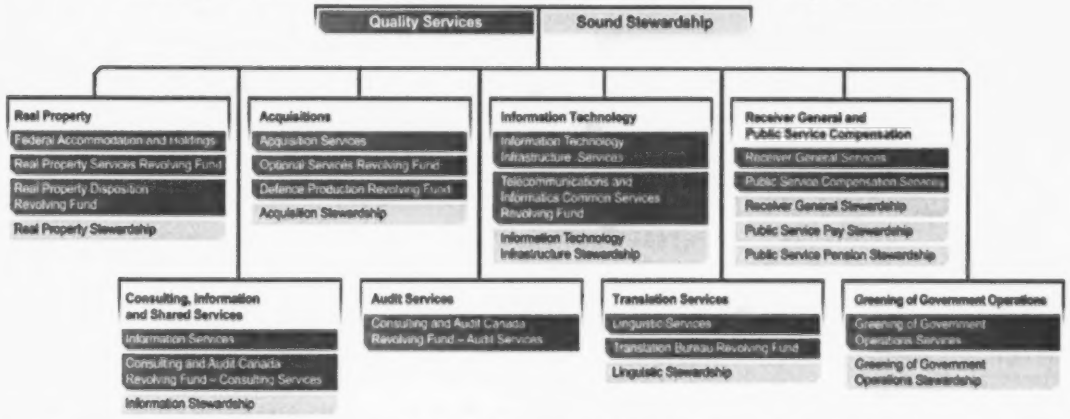
- Expends approximately $4.9 billion and employs some 12,300 people.
- Accommodates almost 241,000 public servants across Canada and manages over 6.9 million square metres of space in some 1,800 locations.
- Administers annual payments in excess of $466 million under the Payments in Lieu of Taxes Program to approximately 1,300 local taxing authorities.
- Purchases approximately $12 billion worth of goods and services and manages 60,000 transactions annually.
- Provides 130 departments/agencies with IT services enabling them to focus on their service delivery to Canadians.
- Handles $1.5 trillion in Receiver General cash flow, involving 252 million payments in 130 countries.
- Administers compensation for 307,000 government pay accounts and 332,000 pensioner accounts.
- Provides $50 million in consulting and audit services.
- Provides $260 million annually in translation and interpretation services in approximately 100 languages.
- Provides $460 million in IT infrastructure services.

Our raison d'être is to ensure optimum value to Canadians and to the government in the provision of common, central and shared services. Through the delivery of our services, PWGSC enables other government departments and agencies to provide their programs and services to Canadians. Guided by the values of *respect, integrity, excellence* and *leadership,* PWGSC employees are dedicated to providing the best results for Canadians.

Organizational Information

PWGSC provides its services through its 26 program activities and 2 strategic outcomes, as follows:

Strategic Outcomes, Program Activities and Service Organization *



* Please see Section II, Program Activity Architecture (PAA) Crosswalk, for PAA changes made since 2007-2008. The Internal Services and Business Integration – Performance Management program activities, as well as the detailed organization chart, are provided in Section IV.

Summary Information

The following table, *PWGSC's Planned Spending by Strategic Outcomes*, provides financial information by strategic outcome and related program activities.

PWGSC's Planned Spending by Strategic Outcomes

	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
GOVERNMENT SERVICES PROGRAM (Note 1)				
Operating (including Special Purpose Allotments), Capital and Statutory Votes (in millions of dollars)				
Quality Services				
Federal Accommodation and Holdings	1,662.3	**1,863.0**	1,810.5	1,505.0
Real Property Services Revolving Fund	-	-	-	-
Real Property Disposition Revolving Fund	(8.0)	**(5.5)**	(5.2)	(4.9)
Acquisition Services	156.8	**146.3**	146.2	146.3
Optional Services Revolving Fund	-	-	-	-
Defence Production Revolving Fund	-	-	-	-
Information Technology Infrastructure Services	213.8	**133.9**	127.3	126.9
Telecommunications and Informatics Common Services Revolving Fund	-	-	-	-
Receiver General Services	8.0	**8.3**	8.3	8.3
Public Service Compensation Services	2.2	**1.4**	1.3	1.3
Information Services (Note 2)	33.6	**31.3**	23.4	23.2
Consulting and Audit Canada Revolving Fund	-	-	-	-
Linguistic Services	57.8	**55.3**	55.3	55.3
Translation Bureau Revolving Fund	6.2	**2.0**	-	-
Greening of Government Operations Services	10.6	**57.0**	38.7	38.8
Total: Quality Services	2,143.3	**2,293.0**	2,205.8	1,900.2
Sound Stewardship				
Real Property Stewardship	45.0	**39.9**	39.8	39.8
Acquisition Stewardship	66.9	**46.3**	32.2	32.2
Information Technology Infrastructure Stewardship	18.5	**18.7**	18.7	18.7
Receiver General Stewardship	132.0	**131.7**	134.5	134.3
Public Service Pay Stewardship	37.4	**31.4**	28.2	28.4
Public Service Pension Stewardship	23.6	**24.0**	23.5	22.5
Information Stewardship	17.0	**18.3**	18.3	18.3
Business Integration - Performance Management (Note 3)	4.4	**5.3**	5.3	5.3
Linguistic Stewardship	2.5	**2.4**	2.4	2.4
Greening of Government Operations Stewardship	2.9	**1.1**	1.1	1.2
Total: Sound Stewardship	350.2	**319.1**	304.0	303.1
Net Planned Spending	2,493.5	**2,612.1**	2,509.8	2,203.3
Full Time Equivalents (FTEs)	12,581	**12,391**	12,327	12,338

Totals may not add up due to rounding.

Note 1: Includes intradepartmental revenues and expenditures of $262.5 million for 2007-2008, $300.6 million for 2008-2009, $306.6 million for 2009-2010 and $306.9 million for 2010-2011 for a nil bottom line impact.

Note 2: Information Services spending for 2007-2008 includes expenditures under the Business Integration Services program activity, which has now been deleted.

Note 3: Business Integration – Performance Management figures reflect internal recoveries that cannot be charged to other program activities.

The voted and statutory items displayed in the PWGSC Main Estimates are highlighted in the following table.

PWGSC's Voted and Statutory Items
(Displayed in Main Estimates)

Vote or Statutory Item	Vote or Statutory Wording	Main Estimates 2008-2009	Main Estimates 2007-2008
1	Operating expenditures (in millions of dollars)	**1,975.9**	2,119.1
5	Capital expenditures	**290.9**	340.2
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	**0.1**	0.1
(S)	Contributions to employee benefit plans	**79.7**	82.3
(S)	Real Property Disposition Revolving Fund	**(5.5)**	(8.0)
(S)	Optional Services Revolving Fund	**-**	-
(S)	Consulting and Audit Canada Revolving Fund	**-**	-
(S)	Translation Bureau Revolving Fund	**2.0**	-
(S)	Payment in lieu of taxes to municipalities and other taxing authorities	**-**	-
(S)	Real Property Services Revolving Fund	**-**	-
(S)	Telecommunications and Informatics Revolving Fund	**-**	-
(S)	Defence Production Revolving Fund	**-**	-
	TOTAL DEPARTMENT	**2,343.1**	2,533.7

Totals may not add up due to rounding.

Operating Environment

PWGSC's current operating environment is strongly influenced by national and international developments, and, by trends within the government community. Some of these were reflected in the October 2007 Speech from the Throne, which included priorities related to meeting Canada's international commitments in Afghanistan and elsewhere, enhancing our national security and protecting the environment. Within the government, trends influencing the plans and priorities of PWGSC include the growing preference for government-wide service models, the need to ensure that Canadians receive the best possible value for their tax dollars, and the need to demonstrate transparency and accountability in all that we do.

As the government's principal provider of common and central services, PWGSC is also influenced to some degree by most factors, either internal or external to government, that have an impact on our client departments and agencies. Where there are changes in government programs or new approaches to the delivery of public services or a requirement for new services, PWGSC must anticipate and respond accordingly.

PWGSC has also been undergoing a significant business renewal agenda since 2005, particularly in three of its main business lines – real property, procurement and information technology. This effort is aimed at finding innovative ways to deliver services smarter, faster and at reduced cost, while demonstrating improved accountability and results. As with any large-scale business renewal, there are major challenges in continuing to deliver ongoing operations while implementing modernized approaches and processes.

Departmental Plans and Priorities

PWGSC's strategic priorities for the period covered by this RPP support those of the government as outlined in the October 2007 Speech from the Throne, and have been strongly influenced by other factors noted above. In addition to the priority of meeting our ongoing Quality Services and Sound Stewardship commitments, our strategic change priorities (new or previously committed) are set out below as Program Priorities or Management Priorities.

Program Priorities

Military Procurement: To support the government's commitment to help rebuild the Canadian Forces and strengthen Canada's sovereignty, significant investment is being made in military equipment and related support services. In the area of military procurement, the Department of National Defence (DND) is accountable for the definition of operational requirements and development of performance and technical specifications, while PWGSC is accountable for contracting. In 2007, the Canadian Forces accepted the delivery of two C-17 Globemaster III aircraft and another two aircraft are expected by the end of April 2008. A loan was negotiated with the German government, which enabled 20 additional main battle tanks and two special-purpose armoured vehicles to be in operation in Afghanistan. More recently, a purchase contract for 17 C-130J Hercules aircraft, valued at $1.4 billion U.S., was announced with first delivery expected in winter 2010. We will continue to work closely with DND to ensure timely contract awards and deliveries of equipment and services in order to meet the needs of our fighting men and women in the field, while ensuring best value for Canadians.

As in all procurement activities, the procurement of military equipment for Canada's armed forces continues to be fair, open and transparent, and in line with the government's commitment under the *Federal Accountability Act*. Rigorous requirements for each procurement process have been put in place to ensure openness and transparency, while meeting the urgent operational requirements of Canada's armed forces. Potential suppliers will have to demonstrate their ability to meet mandatory, high-level performance criteria.

Security (Industrial Security Program): PWGSC's Industrial Security Program (ISP) safeguards classified/protected Canadian, NATO and foreign information and assets that have been entrusted to private sector organizations as a result of their participation in contractual project and/or program requirements. The ISP also ensures that controlled goods are protected against unauthorized possession, examination or transfer while in custody of private sector companies in Canada.

The program has been facing mounting external pressure for increased industrial security vigilance, particularly since 9/11. This includes a significant increase in security for Canadian government contracting, both military and non-military, and growth in the number and size of international cooperative projects. In response to these pressures, PWGSC will strengthen its ISP delivery in 2008-2009 by increasing the number of employees providing industrial security services. We will also implement a Quality Assurance Program for all security activities (e.g., personnel security, company registrations and inspections, contract terms and conditions) to ensure active monitoring of documents and processes. Additionally, we will initiate a contract security system project to ensure security requirements are more precisely identified in all contracts awarded by PWGSC. Finally, PWGSC will expand the level of involvement in international fora and bilateral discussions with a view to increasing opportunities for Canadian companies to compete for classified/sensitive contracts of foreign governments and gain access to foreign classified/sensitive technologies and goods. These represent considerable revenue opportunities for Canadian businesses and will contribute to Canada's economic well being.

Greening of Government: In 2008-2009, PWGSC will continue to work closely with other government departments to improve the federal government's ability to green government operations. We will lead the development of government-wide targets, policies, initiatives and performance measurement for greening government operations.

We will focus on pursuing tangible results in four areas of interest: buildings, business, movement and land. For buildings, PWGSC will continue developing sustainable buildings policies and supporting guidelines to be implemented at federal office buildings. For business, PWGSC will pursue a procurement directive to limit the federal government's purchases of products containing hazardous chemicals. Additionally, we will continue to provide guidance and enabling tools to federal departments and agencies for implementing the *Policy on Green Procurement*, and setting targets that reflect their mandates and buying patterns. PWGSC will emphasize green procurement focusing on commodity management for items such as: vehicles (e.g., alternative fuel and hybrid); office supplies (e.g., 30 percent recycled content of paper); printers; IT hardware; photocopiers; and other key commodities which support greening of government objectives. For movement, PWGSC will work to develop a directive for federal departments and agencies to ensure that they evaluate their fleets to verify that they are the right size and composition for operational requirements. For land, PWGSC will work to develop a directive for reducing or eliminating the cosmetic use of pesticides on federal property. In addition, we will continue with the remediation of contaminated sites, including the Sydney Tar Ponds and Coke Ovens sites.

Procurement Renewal: PWGSC is renewing its long-term vision on government procurement, building on lessons learned since procurement transformation was launched in 2005, and taking into account international best practices. A principal objective is to focus on those areas where PWGSC can add the greatest value to client departments and to the government as a whole, while ensuring transparency and

clear accountabilities. A government-wide approach to procurement, with consolidation of the purchasing requirements of departments, remains the basis of our business model.

The Shared Travel Services Initiative (STSI) provides corporate travel management services for the government. By using the STSI enterprise-wide travel solution, PWGSC will be better able to reduce the government's travel costs and help departments to better manage their own travel budgets. In addition, PWGSC recently implemented the electronic catalogue of the Government of Canada Marketplace (GoCM) and will be updating it to meet emerging requirements.

PWGSC remains committed to assisting Small and Medium Enterprises (SMEs) to compete for government business by working to reduce barriers and by simplifying requirements. This includes offering an outreach campaign, as well as training sessions and presentations to suppliers and industry associations. A particular priority will be to match competitive supply capabilities in specific parts of the country with corresponding demand requirements of government departments.

Throughout 2008-2009, PWGSC will further engage suppliers and supplier associations to identify best practices in procurement as part of a strategic supplier engagement strategy. A key challenge will be to identify the specific opportunities and supplier communities through a combination of industry/procurement analyses and continuous industry consultations. In addition, we will complete a comprehensive update of the Supply Manual to ensure updated procurement policies and procedures that meet the government's needs.

Procurement Ombudsman: The fiscal year 2008-2009 will be the first year of operation for the Procurement Ombudsman – a position created by the *Federal Accountability Act.* The Procurement Ombudsman is accountable for meeting, in an impartial and independent manner, his legislative mandate which is to: review procurement practices across government to ensure fairness and transparency; make recommendations for improvements to the relevant department; review complaints from potential suppliers after contract award with respect to procurements of goods and services that are covered by the Agreement on Internal Trade but which are below $25,000 for goods and $100,000 for services; review complaints with respect to the administration of contracts; and, ensure the availability of an alternative dispute resolution process for contract disputes. The Procurement Ombudsman must submit an annual report to the Minister of PWGSC within four months after the end of the fiscal year, which the Minister shall table in Parliament.

Information Technology Shared Services: As part of a government-wide effort to modernize and improve the management of administrative services and systems, PWGSC is committed to delivering a consistent set of government-wide Information Technology (IT) infrastructure products and services to enable government departments to deliver on their priorities.

Implementing government-wide shared services in IT will be several years in the making. PWGSC is also consulting broadly with the IT industry and associations as the government moves forward on this

agenda. PWGSC will focus its efforts in 2008-2009 on enhancing the quality and increasing the proportion of IT shared services.

In partnership with the government's IT community, PWGSC is leading a government-wide IT evolution including shared enterprise networks, data centre consolidation, IT Security, and fully-managed desktop services as key elements in the IT Shared Services initiative. A strong and collaborative product governance structure is now in place to drive the IT Shared Services portfolio and ensure that it continues to meet the needs of government departments. To prepare for such a change, PWGSC will be improving its business, service and client relationship management disciplines.

Real Property Modernization: PWGSC is modernizing its real property business through the development of a more efficient organizational structure, new business information management systems, a revitalized workforce, and a business model that features a range of modern real estate strategies to manage our diverse real property portfolio. One such strategy resulted in the successful sale and leaseback of seven office properties in 2007-2008, which yielded clear benefits to the government and Canadians. The objective of this modernization agenda is to increase efficiencies in our operations, improve the services we provide to clients, and provide better value for money for taxpayers.

Extensive consultation will be key to the success of this agenda. We will work closely with clients to develop a service management strategy, share our expertise, and to clarify our respective roles and responsibilities in the development of timely solutions to their accommodation needs. Of special importance to this agenda is the Business Systems Transformation Project, which will provide easier access to better quality business information, and improve decision-making in all areas of our operations.

Pension Administration Transformation: The PWGSC pension administration systems, the backbone of today's public service pension services, utilize outdated technologies that are nearly 40 years old, inflexible, inefficient and difficult to maintain. In order to ensure ongoing sustainability, consistent service delivery to all plan members, and improved service levels to employers, employees and pensioners, PWGSC is modernizing its pension administration system and process infrastructure.

In June 2007, the two key projects for the transformation of pension administration (the Government of Canada Pension Modernization Project and the Centralization of Pension Services Delivery Project) received effective project approval from the Treasury Board. Over the next four and a half years, these projects will re-engineer business processes, replace the existing pension systems with modern, proven commercial-off-the-shelf software products, and centralize service delivery within PWGSC.

The transformation of pension administration focuses on strengthening accountability and on improving service quality and efficiency. This transformation will contribute to achieving excellence through innovation by utilizing the latest information technologies, and adopting industry standard processes and practices. The end result will be more consistent, timely and accurate services to all active and retired plan members, employers, sponsors and administrators.

Pay Modernization: To sustain the long-term requirements for pay administration and operational services on behalf of the government, PWGSC has developed proposals for the modernization of its pay functions. The objective is to transform the government's pay administration by increasing automation and self-service and reducing the requirement for intervention by departmental compensation advisors.

Pay modernization would considerably broaden the existing PWGSC pay administration services, generating significant government-wide operational savings, especially in employee and manager self-service capabilities.

Translation Renewal: PWGSC's plans and priorities for 2008-2009 have been established taking into account the growing scarcity of qualified language resources in Canada. The market requires 1,000 new language professionals per year, but universities produce fewer than 300 graduates in official languages annually. The effects of this shortage are compounded by accelerated retirements in the current workforce and intensified competition in the marketplace for qualified resources. Also, there is a critical shortage of qualified resources in Aboriginal languages and in those foreign languages that are most needed in military, diplomatic and intelligence areas. Developing the capacity to meet escalating service demands, including the provision of critical services to Parliament, will be a key challenge for the Translation Bureau over the next few years.

Parliamentary Precinct Project (Long-Term Vision and Plan): PWGSC is the custodian of the buildings in the Parliamentary Precinct. These buildings, which are symbols of Canada's democratic traditions fundamental to the operations of Parliament, require investments to protect their architectural integrity. This work is outlined in the Long-Term Vision and Plan (LTVP) for the Parliamentary Precinct Project. The LTVP is a blueprint for renovations and new construction that will meet accommodation requirements identified by the Senate, House of Commons, and Library of Parliament. The LTVP establishes a comprehensive approach for rehabilitating the heritage buildings, providing additional parliamentary accommodations and creating a secure and welcoming environment for parliamentarians, staff, visitors and tourists. The implementation strategy is composed of a broad strategic direction and a series of rolling five-year programs. The strategic direction establishes the renovation of the core buildings of the Parliamentary Precinct (the triad of the West Block, Centre Block and East Block) as the first priority.

Management Priorities

In addition to the above Program Priorities, PWGSC has identified the following Management Priorities, which reflect its commitment to building a modern, accountable and high-performing organization. These priorities are driven by the government-wide agenda to improve the management of the public service. They are focused on building the human resource capacity and quality management practices necessary to secure the future success of the department.

Workforce for the Future: PWGSC's success depends on the knowledge, skills, talents and motivation of its people. We are faced with an aging workforce, in which many individuals are likely to retire in the

next few years. Furthermore, in the coming years, PWGSC's renewal agenda will require new skill sets, including an increased capacity for strategic management and an increased expertise in the application of information technology. In this respect, PWGSC has a large stake in Public Service Renewal and, in particular, the recruitment of new employees along with the development of new skill sets.

In conjunction with the Clerk of the Privy Council's Public Service Renewal Action Plan, PWGSC has integrated its business and Human Resource (HR) planning to better implement renewal. PWGSC has established three human resource priorities: renewal of its workforce; change management and change leadership; and retention.

In 2008-2009, PWGSC will emphasize change management and change leadership to address demographic factors, enhance stewardship and improve service delivery to clients. The development and implementation of a change management framework will be part of this effort.

Finally, employee retention has been identified as a priority because it is critical to the long-term health and success of the organization. Therefore, PWGSC will take a more proactive approach to employee retention. We will continue to implement the Public Service Employee Survey (PSES) Action Plan to advance the priorities of continuous learning, personal well being and workplace recognition. By investing in our people, we are striving to make PWGSC an employer of choice.

New Financial and Business Management Systems: Over the last two years, PWGSC has reviewed its financial management and business processes, products and services. PWGSC will implement an integrated financial and materiel management system by April 1, 2008. The Financial Systems Transformation Project, known as SIGMA, is an integrated financial solution that will allow implementation of standard and integrated financial management and materiel management processes throughout the department. The implementation of a new financial management system for PWGSC is an essential element in the strategy to renew the departmental financial management framework. Outcomes include enhanced automated financial controls, more timely financial reporting to support business decisions and a more integrated financial management process. The result will be a reliable and predictable financial management function that focuses on prudence and probity, and supports the department's direction of increased financial oversight and sound management of public resources through improved financial service delivery, consistent with the *Federal Accountability Act*.

Quality Assurance/Control: In 2008-2009, PWGSC intends to further strengthen its quality assurance and control mechanisms to ensure the integrity of our processes and programs, and to ensure continued delivery of quality products and services. Measures will include robust quality assurance plans, tailored oversight requirements, and processes and tools to ensure consistency and quality in our work. As an example, PWGSC has established a Procurement Oversight Committee to review large or sensitive procurements where PWGSC is both the client and the contracting authority. The committee provides guidance on procurement strategies, addresses risks and other issues at an early stage, tracks progress and results, and makes recommendations. The committee is an important aspect of the department's exercise of due diligence by ensuring that internal procurements are subject to the same compliance frameworks and scrutiny applied to procurements done on behalf of external clients.

Expected Results by Strategic Outcome

Program Activity	Strategic Outcome: Quality Services Expected Results	Priority Supported
Federal Accommodation and Holdings	Federal organizations have safe, healthy, and affordable work environments and facilities that support the effective delivery of their programs and services.	*Real Property Modernization* *Parliamentary Precinct* See page - 14
Real Property Services Revolving Fund	Federal organizations can access knowledgeable, responsive and cost-effective real property support for the delivery of their programs.	*Real Property Modernization* See page - 17
Real Property Disposition Revolving Fund	Government of Canada receives best value from the disposition of federal surplus properties.	*Real Property Modernization* See page - 18
Acquisition Services	Federal organizations have access to goods and services that meet specifications, are timely, and provide value for money to support the delivery of their programs.	*Procurement Renewal* *Military Procurement* *Quality Assurance/Control* See page - 21
Optional Services Revolving Fund	Federal organizations and other jurisdictions have access to knowledgeable, responsive, and cost-effective acquisitions services on a break-even cost-recovery basis.	*Procurement Renewal* See page - 23
Defence Production Revolving Fund	This revolving fund is inactive. It would be used only if the Government of Canada requested emergency military supplies.	*Military Procurement* See page - 24
Information Technology Infrastructure Services	Federal organizations have more consistent access to information for decision-making, delivering programs and services more efficiently and cost-effectively.	*IT Shared Services* See page - 27
Telecommunications and Informatics Common Services Revolving Fund	Federal organizations have access to competitively priced and innovative, enterprise-wide telecommunications solutions.	*IT Shared Services* See page - 30
Receiver General Services	Federal organizations have access to optional financial systems services, document imaging, payment-related printing, mail preparation and delivery services.	See page - 39
Public Service Compensation Services	Federal employees and pensioners receive information and federal employees not under Schedule I, IV, V, and the *Canadian Forces Superannuation Act,* pensioners receive payments in accordance to legislation and collective agreements.	*Pension Administration* *Transformation* See page - 40
Information Services	Canadians have access to Government of Canada information regarding laws, regulations, priorities, programs and services. Classified/protected Government of Canada information and assets are safeguarded, and controlled goods are protected while in the custody of private sector companies. Federal organizations benefit from high quality and affordable support for shared corporate administrative systems and human resources services.	*Security (Industrial Security Program)* See page - 42
Consulting and Audit Canada Revolving Fund	Federal and international organizations have access to quality management consulting services to improve government operations. Federal organizations have access to audit and assurance services that give them confidence that their programs, policies and procedures have been audited to appropriate standards.	*Quality Assurance/Control* See pages - 45 and 53
Linguistic Services	Parliament and federal organizations are able to ensure equality of status for both official languages and access to non-official languages.	*Translation Renewal* See page - 48
Translation Bureau Revolving Fund	Federal organizations are able to meet their official language obligations and to function in non-official languages as required.	*Translation Renewal* See page - 50

Greening of Government Operations Services	The Remediation Project and its components are delivered on time, on budget, within scope (time, budget, scope changes managed) and the risks associated with the Remediation are managed. Standards (air, water, soil, health and safety) are identified, monitored and met and environmental components are monitored regularly and impacts are mitigated. Community is informed, understands the project and its goals, and supports the clean-up efforts.	*Greening of Government* See page - 57
Program Activity	**Strategic Outcome: Sound Stewardship Expected Results**	**Priority Supported**
Real Property Stewardship	Federal organizations and Canadians benefit from the Real Property Services program delivered on the principles of prudence, probity, value for money and sustainable development.	*Real Property Modernization* See page - 19
Acquisition Stewardship	The Government of Canada has a positive and effective relationship with suppliers and increased supplier interest and participation in government procurement.	*Quality Assurance/Control Procurement Renewal* See page - 25
Information Technology Infrastructure Stewardship	Canadian citizens and public servants benefit from a comprehensive suite of certified and accredited Information Technology infrastructure products.	*IT Shared Services* See page - 31
Receiver General Stewardship	The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.	See page - 33
Public Service Pay Stewardship	The integrity of public service pay and benefits administration.	*Pay Modernization* See page - 35
Public Service Pension Stewardship	The integrity of the *Public Service Superannuation Act* (PSSA) public service pension administration.	*Pension Administration Transformation* See page - 37
Information Stewardship	Federal organizations have access to useful advice to assist them to comply with legislation, policies, and directives relevant to advertising and public opinion research.	*Quality Assurance/Control* See page - 46
Business Integration – Performance Management	When the Service Integration Branch was dismantled in February 2006, this program activity was changed to focus on charges to Revolving Funds for Internal Services. In accordance with TBS directives, all expenditures and revenues in the Internal Services program activity are allocated to other program activities. To avoid double counting these charges for internal services provided to Revolving Funds, we allocate them to this program activity.	See page - 71
Linguistic Stewardship	The supply of linguistic capacity to the Government of Canada is ensured. The linguistic quality of communications of the Government of Canada is ensured.	*Translation Renewal* See page - 51
Greening of Government Operations Stewardship	Canadians can trust that the federal government is reducing the negative environmental impact of its operations.	*Greening of Government* See page - 55

SECTION II – DETAILED ANALYSIS OF PROGRAM ACTIVITIES

Introduction

This section of the RPP provides the detailed analysis of program activities (PAs) against its approved Program Activity Architecture (PAA). In May 2007, the PAA was slightly modified as follows:

Program Activity Architecture Crosswalk

Strategic Outcomes	2007–2008 Program Activities	2008–2009 Program Activities
Quality Services	Federal Accommodation and Holdings	No change
	Real Property Services Revolving Fund	No change
	Real Property Disposition Revolving Fund	No change
	Acquisition Services	No change
	Optional Services Revolving Fund	No change
	Defence Production Revolving Fund	No change
	Information Management (IM)/Information Technology (IT) Services	Information Technology Infrastructure Services
	Telecommunications Services Revolving Fund	Telecommunications and Informatics Common Services Revolving Fund
	Receiver General Services	No change
	Public Service Compensation Services	No change
	Government Information Services	Information Services
	Business Integration Services	DELETED
	Consulting and Audit Canada Revolving Fund	No change
	Translation and Interpretation to Parliament, Conference Interpretation, Terminology	Linguistic Services
	Translation Bureau Revolving Fund	No change
	Office of Green Government Operations Services	Greening of Government Operations Services
Sound Stewardship	Real Property Stewardship	No change
	Supply Operations Stewardship	Acquisition Stewardship
	Information Management (IM)/Information Technology (IT) Stewardship	Information Technology Infrastructure Stewardship
	Receiver General Stewardship	No change
	Public Service Pay Stewardship	No change
	Public Service Pension Stewardship	No change
	Government Information Stewardship	Information Stewardship
	Business Integration—Performance Management	No change
	Translation Stewardship	Linguistic Stewardship
	Office of Green Government Operations Stewardship	Greening of Government Operations Stewardship
	Business Integration—Client Relations Management	DELETED
	Corporate Management	Internal Services

Note - Explanation of PAA changes:

1. The two PAs entitled Business Integration Services and Business Integration – Client Relations Management were abolished because of the migration of integrated service delivery activities to different PWGSC programs as a result of the dismantling of the Service Integration Branch in February 2006.
2. The PA title for Government Information Services was changed to Information Services and its description was changed to take into account services that were transferred to Service Canada (1 800 O-Canada, the Canada Site, Publiservice) in September 2005.
3. The other changes reflect minor adjustments to PA titles and clarifications in the description of the program activities.

PWGSC's two strategic outcomes are:

- *Quality Services* – Departments and agencies benefit from a range of efficient government-wide central services.
- *Sound Stewardship* – Canadians benefit from the application of sound stewardship and oversight in the provision of government-wide central services.

Section II of this report reflects the approved strategic outcomes and program activities in its 2008-2009 PAA, and is structured as follows:

PWGSC's Program Activities

Strategic Outcome **Quality Services** *(15 Program Activities)*	*Strategic Outcome* **Sound Stewardship** *(9 Program Activities)*
• Federal Accommodation and Holdings • Real Property Services Revolving Fund • Real Property Disposition Revolving Fund	• Real Property Stewardship
• Acquisition Services • Optional Services Revolving Fund • Defence Production Revolving Fund	• Acquisition Stewardship
• Information Technology Infrastructure Services • Telecommunications and Informatics Common Services Revolving Fund	• Information Technology Infrastructure Stewardship
• Receiver General Services • Public Service Compensation Services	• Receiver General Stewardship • Public Service Pay Stewardship • Public Service Pension Stewardship
• Information Services	• Information Stewardship
• Linguistic Services • Translation Bureau Revolving Fund	• Linguistic Stewardship
• Consulting and Audit Canada Revolving Fund	
• Greening of Government Operations Services	• Greening of Government Operations Stewardship

***Note:** The program activities of Internal Services and Business Integration – Performance Management are not shown in the table above but are reported upon in Section IV, Other Items of Interest.*

PWGSC is revising its Program Activity Architecture (PAA) to significantly reduce the number of program activities, and to streamline the presentation of our planning and performance reports. In addition, PWGSC has developed a performance measurement framework to support the approved Program Activity Architecture. Section II of this report highlights the expected results and associated performance indicators, targets, and achievement dates. Over the coming year, PWGSC will be reviewing its performance measurement framework to make further refinements as part of our commitment to continuous improvement.

REAL PROPERTY

PWGSC provides departments and agencies with office and common use accommodation and acts as a steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments and agencies with expert professional and technical real property services.

On behalf of the federal government, PWGSC administers the Payments in Lieu of Taxes Program to local taxing authorities, and the Real Property Disposition Revolving Fund, which facilitates the disposal of properties surplus to government requirements. Real Property supports PWGSC's two strategic outcomes through four program activities:

Key Facts

- Manages, as custodian, $7.6 billion (post sale-leaseback) worth of federal real property.
- Manages 6.9 million square metres of rentable space including:
  - 3.1 million square metres of Crown-owned space
  - 3.3 million square metres of leased space and
  - 0.5 million square metres of lease-purchase space.
- Provides accommodation to 241,000 federal employees in 105 departments and agencies in about 1,800 locations across Canada.
- Administers annual payments of more than $466 million under the Payments in Lieu of Taxes Program to approximately 1,300 local taxing authorities.

Source: PWGSC databases

Strategic Outcome: Quality Services

- Federal Accommodation and Holdings
- Real Property Services Revolving Fund
- Real Property Disposition Revolving Fund

Strategic Outcome: Sound Stewardship

- Real Property Stewardship

Program Activity: *Federal Accommodation and Holdings*

Planned Spending and Human Resource Requirements

Federal Accommodation and Holdings	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating (including Special Purpose Allotment), Capital and Statutory Votes (in millions of dollars)				
Gross Expenditures	2,409.1	**2,403.7**	2,350.8	2,045.4
Less: Respendable Revenue	746.8	**540.7**	540.3	540.4
Net Expenditures	1,662.3	**1,863.0**	1,810.5	1,505.0
Full-Time Equivalents (FTEs)	2,274	**2,274**	2,274	2,274

Note: The expenditures are relatively stable from 2007-2008 to 2008-2009. The decrease in expenditures in 2009-2010 is mainly related to sunsetting of funding to specific activities, such as the Long-Term Vision and Plan (LTVP). Planned spending includes $100.0 million for Engineering Assets ($24.0 million for 2008-2009, $37.0 million for 2009-2010 and $39.0 million for 2010-2011), as per the Budget 2008.

Program Description

This program activity manages real property assets under the custody of PWGSC on behalf of federal organizations. It provides work environments and facilities that enable federal organizations to deliver

programs and services. The real property accommodations and holdings are managed as an investment on behalf of the taxpayer.

Expected Results

Federal organizations have safe, healthy and affordable work environments and facilities that support the effective delivery of their programs and services.

Priorities

Modern Corporate Real Estate Organization: PWGSC manages a complex portfolio of assets including the Parliamentary Precinct, 367 owned office and special purposes buildings, and 1430 leases. The portfolio includes state-of-the-art "green" buildings, heritage assets as old as the country, and a range of conventional commercial office buildings. PWGSC is modernizing its real property business to better address the challenges associated with this large and complex portfolio, and to better meet the evolving needs of our clients.

Our focus in 2008-2009 will be to continue to develop the human resource and information management capacity that we need to become a high performing and modern real estate organization. This priority will be enhanced by the implementation of our Business and Systems Transformation Project, which will provide state-of-the-art industry business processes and information management solutions. Approval has been received to advance the first phase of this project.

We will pursue a range of strategies to manage our real property portfolio more efficiently. Focusing on our primary mandate to accommodate public servants, we will ensure that we have a better understanding of clients' accommodation needs. We will use modern risk-based investment and portfolio management tools that support successful public/private sector partnerships to manage the risks associated with real estate ownership in the way most favourable to the government and taxpayers. This approach will permit us to rationalize the portfolio and better manage the investments required to revitalize existing inventory and meet the accommodation needs of the Public Service.

The sale-leaseback of seven office properties, completed in 2007, represented one example of an innovative solution to meeting the government's accommodation needs, while minimizing the costs and risks to taxpayers. Over the next year, PWGSC will elaborate a range of options to establish a flexible, multi-facetted, forward strategy for the management of its real property portfolio. This will allow for the development of solutions that take into account the special circumstances of each asset.

The National Portfolio Plan (NPP), a five year action plan that details real property plans, projects and programs of work, will roll on April 1, 2008. The NPP will ensure the portfolio is managed in the most cost effective way and will incorporate the range of portfolio strategies discussed above. In full compliance with life cycle management principles, the NPP includes:

- Recapitalization of owned office portfolio;
- Acquisitions;
- Disposals; and
- Strategic management of leases and other non owned portfolio.

PWGSC's real property inventory also includes a portfolio of bridges, dams, highways and specialized assets that are surplus to the department's program needs. Budget 2008 provides $165 million over five years (2008-2009 to 2012-2013) to manage this portfolio. PWGSC's focus in 2008-2009 will be to develop and begin to implement a comprehensive strategy to ensure effective stewardship of these assets with a focus on risk mitigation, recapitalization and, where possible, preparation for divestiture.

Parliamentary Precinct Long-Term Vision and Plan: The Long-Term Vision and Plan (LTVP) is a major initiative of national importance for the Parliamentary Precinct. The LTVP is a blueprint for renovation and new construction to meet the accommodation needs of our parliamentarians and to preserve and maintain the Parliament buildings. This work is carried out in close collaboration with our parliamentary partners. Details on the various major Crown projects of the LTVP can be found in Section III, Table 14.

The current core focus of the LTVP is the renovation of the West Block. Work in 2008-2009 will focus on emergency stabilization of towers, repairs and conservation of the exterior masonry, fit-up of alternate accommodations for Members of Parliament and support services in the La Promenade building, and the permanent relocation of Parliament Hill's food production facility to a remote site.

Achieving Savings through Budget Reductions and Reallocation: PWGSC continues to be a significant contributor to the government's effort to achieve savings through budget reductions and reallocation to higher priorities. We will track efficiencies within the department as well as those attributable to organizations that reimburse PWGSC for Real Property services and accommodation. The efficiency savings targeted for 2008-2009 amount to $255 million over 2005-2006 expenditures. These efficiencies will be achieved through rigorous and consistent application of accommodation standards, thus improving inventory management and maintenance of overhead efficiencies.

National Capital Area Accommodation Strategy: As part of our National Capital Area Office Accommodation Strategy, we expect to reach an Ontario:Quebec distribution ratio of 75:25 by 2010 through a three-year action plan. The current ratio is 77:23.

Human Resource Strategy: Real Property Branch has developed an integrated human resources management plan, to address anticipated retirements, recruitment and retention issues. The plan identifies strategies to support program activities, including stabilizing the organization through staffing, term employment and regularizing acting appointments, and building the new organization through recruitment, retention, learning, succession planning and career development.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations have safe, healthy and affordable work environments and facilities that support the effective delivery of their programs and services.	Index of Federal Accommodation and Holdings projects on track, based on time, scope, and budget (projects over $1 million and Major Crown projects).	70% *	March 31, 2009
	Number of critical accommodation-related health and safety incidents per year.	< 5	March 31, 2009
	Relative difference in office operating costs between PWGSC and the Building, Owners and Managers Association (BOMA).	< 15%	March 31, 2009
Note: This target pertains to the time, scope and budget of projects as originally determined. It does not take into account any adjustments that may have proven to be necessary, and which have been agreed to by clients. If such changes are factored in, our target rises to 90%.			

Program Activity: *Real Property Services Revolving Fund*

Planned Spending and Human Resource Requirements

Real Property Services Revolving Fund	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	892.3	979.9	966.1	957.9
Less: Respendable Revenue	892.3	979.9	966.1	957.9
Net Resources (Provided) Used	-	-	-	-
Full Time Equivalents (FTEs)	1,041	1,041	1,041	1,041

Note: Increase in level of spending and revenues starting in 2008-2009 is mainly due to increased business volume for Public Safety and Emergency Preparedness Canada related to Correctional Service Canada infrastructure initiative. Decrease in future years is due to reduction of business volume with third party (external) clients.

Program Description

This program activity provides services, on a fee-for-service basis, to federal organizations requesting services beyond those funded by the Federal Accommodation and Holdings program, and on an optional basis for other federal organizations.

Expected Results

Federal organizations can access knowledgeable, responsive and cost-effective real property support for the delivery of their programs.

Priorities

PWGSC provides many real property services through the Real Property Services Revolving Fund (RPSRF). The RPSRF services fall into three broad categories: advisory; project delivery; and property and facilities management. These services target six main asset-based market segments (office, transportation, secure facilities, laboratories, land and culture). Services are provided to other government departments and on a fee-for-service basis to federal organizations requesting services beyond those funded by the Federal Accommodation and Holdings program activity.

In 2008-2009, we will continue to provide federal organizations with knowledgeable, responsive and cost-effective real property services while continuing to achieve full cost-recovery.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations can access knowledgeable, responsive and cost-effective real property support for the delivery of their programs.	Recoveries as a percentage of cost.	100%	March 31, 2009
	Index of Other Government Departments projects on track, based on time, scope and budget.	70% *	March 31, 2009

Note: This target pertains to the time, scope and budget of projects as originally determined. It does not take into account any adjustments that may have proven to be necessary, and which have been agreed to by clients. If such changes are factored in, our target rises to 90%.

Program Activity: *Real Property Disposition Revolving Fund*

Planned Spending and Human Resource Requirements

Real Property Disposition Revolving Fund	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	4.0	3.0	2.8	2.6
Less: Respendable Revenue	12.0	8.5	8.0	7.5
Net Resources (Provided) Used	(8.0)	(5.5)	(5.2)	(4.9)
Full-Time Equivalents (FTEs)	-	-	-	-

Note: A reduction of $2.5 million in the estimated net proceeds of sale for the fiscal year 2008-2009 is based on an anticipated decrease in the value of properties being disposed of through the fund. Also anticipated is an increase in the number of lower cost properties. In addition, RPDRF hopes to recognize a reduction in the overall expenditures based on a reduction of estimated net proceeds.

Program Description

This program activity provides the federal custodial organizations with an optional self-funding mechanism for routine disposals of all federal real property assets that are surplus. These services are necessary so that all custodians realize value from surplus properties. The fund is governed by specific Treasury Board of Canada terms and conditions.

Expected Results

Government of Canada receives best value from the disposition of federal surplus properties.

Priorities

In 2008-2009, we will continue to identify and manage the disposal of real property in a manner that focuses on optimizing value and minimizing cost to the Crown. In 2008-2009, the projected revenues from disposition of real property will be approximately $8.5 million.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Government of Canada receives best value from the disposition of federal surplus properties.	Return on disposals (ratio of sale proceeds to disposal expenditures)	Ratio >1	March 31, 2009
	Revenue achievement (ratio of actual to planned net sales revenue)	1	March 31, 2009
	Percentage of investment to cost (investments divided by total disposal costs)	<0.5%	March 31, 2009

Program Activity: *Real Property Stewardship*

Planned Spending and Human Resource Requirements

Real Property Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	49.0	41.0	41.0	40.9
Less: Respendable Revenue	4.0	1.1	1.2	1.1
Net Expenditures	45.0	39.9	39.8	39.8
Full-Time Equivalents (FTEs)	384	356	357	356

Note: The variance between the 2007-2008 forecast spending and the subsequent years is mainly explained by the Internal Services allocation.

Program Description

This program activity provides strategic leadership and proactive management of the resources and real property assets to support the delivery of government programs.

Expected Results

Federal organizations and Canadians benefit from the Real Property Services program delivered on the principles of prudence, probity, value for money and sustainable development.

Priorities

Strategic Leadership for Real Estate Organization Modernization: PWGSC ensures sound and ethical management and stewardship of the real property resources entrusted to it through various assurance functions and oversight mechanisms. PWGSC will work with the Office of the Chief Risk Officer so that risk management and quality assurance are more fully integrated into the culture of the Real Property Branch. We will initiate the development of a business process management framework. We will strengthen our management practices and capabilities consistent with Treasury Board Secretariat's (TBS) expectations for modern public service management as outlined in its Management Accountability Framework (MAF).

With governance and organizational frameworks in place, the department will update its real property policies to ensure continued compliance with federal government policies and priorities, while addressing technological and organizational imperatives.

We are building capacity through long-term human resources planning and the development of a service management strategy. We are also working to better understand our clients' demands for both space and services. This will be done, in part, through the development of client demand strategies.

Part of this modernization includes the repositioning of optional services to government departments. By taking a national approach to business lines and market segments across all departments, we will identify horizontal opportunities that may serve to achieve economies of scale and timely solutions across departmental boundaries. We will then apply the best skills and practices to serve program and project needs.

In managing our portfolio, as well as in the provision of advice/services to other government departments on their facilities, we will ensure that we continue to improve the way in which we plan, manage, operate

and dispose of buildings in an environmentally responsible manner through the implementation of the departmental sustainable development strategy.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations and Canadians benefit from the Real Property Services program delivered on the principles of prudence, probity, value for money and sustainable development.	Rentable metres squared per Full-time equivalent (FTE)	18.9	March 31, 2010
	Percentage of projects implemented as outlined in the 5-year national portfolio plan	100%	March 31, 2009
	Index of projects on track, based on time, scope, and budget (Federal Accommodation and Holding projects over $1 million, Major Crown projects, and OGD projects)	70% *	March 31, 2009
Note: This target pertains to the time, scope and budget of projects as originally determined. It does not take into account any adjustments that may have proven to be necessary, and which have been agreed to by clients. If such changes are factored in, our target rises to 90%.			

ACQUISITIONS

PWGSC provides the Government of Canada with timely value-added acquisition and related common services. We work as a strategic partner with departments to provide procurement solutions that meet their needs and obtain the best value for taxpayers. Four Acquisition program activities support the department's two strategic outcomes:

Strategic Outcome: Quality Services

- Acquisition Services
- Optional Services Revolving Fund
- Defence Production Revolving Fund

Strategic Outcome: Sound Stewardship

- Acquisition Stewardship

Key Facts

- PWGSC purchases approximately $12 billion in goods and services on behalf of the Government of Canada and manages approximately 60,000 transactions annually.
- As Canada's largest public purchaser of goods and services, PWGSC's purchases account for 70-85 percent of the total value of all government procurement.
- PWGSC's Office of Small and Medium Enterprise (OSME) works to remove barriers to competition and ensure open, fair and transparent competition. Since its inception, OSME has assisted approximately 20,000 Small and Medium Enterprises (SMEs).
- PWGSC continues to build on successes in improving the military procurement process by reducing contract award times.

Source: PWGSC databases

Program Activity: *Acquisition Services*

Planned Spending and Human Resource Requirements

Acquisition Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	244.1	193.7	193.6	193.7
Less: Respendable Revenue	87.3	47.4	47.4	47.4
Net Expenditures	156.8	146.3	146.2	146.3
Full-Time Equivalents (FTEs)	1,758	1,786	1,787	1,786

The variance between 2007-2008 and 2008-2009 gross expenditures and respendable revenues is mainly due to net revenue adjustments and the Internal Services allocation.

Program Description

This program activity is the government's primary procurement service provider, offering federal organizations a broad base of procurement means such as specialized contracts, standing offers, supply arrangements and electronic market places. These services involve military and Major Crown Project procurements as well as specialized services such as marine inspection and technical services, management of seized property, forensic and contract audits, travel management, standards for and certification of goods and services, surplus asset disposal, procurement of vaccines and drugs on behalf of provinces and territories, and the registration of quality (ISO 9000) and environmental (ISO 14001) management services. Acquisition Services also supports the development of professional procurement

initiatives such as certification standards for procurement professionals. In the National Capital Area, as well as in our five regional offices, PWGSC provides departments and agencies with expert assistance throughout the procurement process.

Expected Results

Federal organizations have access to goods and services that meet specifications and provide value for money to support the delivery of their programs.

Priorities

PWGSC is renewing its long-term vision on government procurement, building on lessons learned since procurement transformation was launched in 2005, and taking into account international best practices. A principal objective is to focus on those areas where PWGSC can add the greatest value to client departments and to the government as a whole, while ensuring transparency, clear accountabilities, and a high standard of due diligence in this complex and sensitive area. Related priorities include our work to streamline military procurement and build further efficiencies into our practices and processes. We are continuing our work to make available to departments a wide range of pre-negotiated and user-friendly supply arrangements that meet their purchasing needs, while taking advantage of the buying power of the government as a whole. We will be also launching a new customer satisfaction survey in 2008-2009 to support more effective service delivery and client service.

Military Procurement: PWGSC is working closely with the Department of National Defence (DND) to improve the efficiency of military procurement and to ensure that the Canadian Forces have the equipment needed to operate in today's environment. DND is accountable for the definition of operational requirements and development of performance and technical specifications, while PWGSC is accountable for the contracting.

Currently, eight major military procurement projects, announced since June 2006, are being streamlined to meet Canadian Forces' equipment and service needs. Historically, it has taken an average of nine years from the identification of a capability deficiency to the award of a major military procurement contract, and another six years to the contract closeout. PWGSC is working to reduce these timelines. For instance, the contract to acquire Strategic Airlift Capability was awarded in February 2007, eight months after formal government announcement of the project. The first Boeing C-17 aircraft was delivered to the Canadian Forces in August 2007 – six months later. Over the coming year, PWGSC will continue to build on our successes in reducing procurement process timelines through improved longer-term planning; early identification and approval of procurement strategies; industry consultation; an interdepartmental team approach to planning and implementation; and regular communication with stakeholders.

Commodity Management: The expected result of this activity is to ensure that federal organizations have timely access to goods and services that meet their requirements, and that the government and Canadians receive good value for money. PWGSC is expanding the number of pre-negotiated supply arrangements that simplify the process, and reduce the costs, of procurement. This builds on the work of recent years which includes: a thorough review of federal government spending to identify commodity management

opportunities; the creation of Commodity Teams to analyze and implement specific initiatives (e.g., environmental considerations); and extensive consultation with industry and clients resulting in the implementation of improved procurement strategies. PWGSC is also setting more realistic targets and developing better tools by including more client and supplier consultations on new instruments. A Commodity Management Quality Assurance Process will be put in place in 2008-2009 to ensure that the goods and services acquired via commodity strategies meet a high standard of quality.

Human Resource Strategy: Due to anticipated retirements, funding constraints, evolving skills requirements and the growing complexity of the demand for procurement services, the quality and timeliness of service delivery is at risk. In order to address these issues, an integrated human resources plan has been developed. It will also address the pressing recruitment, retention and training challenges now facing the federal procurement and project management communities. A certification program has been established based on competency standards published by the Canadian General Standards Board. PWGSC's procurement and materiel management practitioners can now acquire a professional designation through the Certification Program by the Federal Government Procurement and Materiel Management Community.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations have access to goods and services that meet specifications, are timely and provide value for money to support the delivery of their programs.	Percentage of reduction of baseline throughput time by contract, value, and category to process procurement transactions.	10% over three years	March 31, 2010
	Percentage of federal organizations satisfied with timeliness, quality and value of acquisition services provided.	First Survey to be conducted in 2008-2009 Baseline to be determined	March 31, 2010

Program Activity: *Optional Services Revolving Fund*

Planned Spending and Human Resource Requirements

Optional Services Revolving Fund	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	100.4	100.4	100.4	100.4
Less: Respendable Revenue	100.4	100.4	100.4	100.4
Net Resources (Provided) Used	-	-	-	-
Full-Time Equivalents (FTEs)	44	44	44	44

Program Description

This program activity provides federal organizations with specialized services such as travel services, vaccine procurement and communications procurement.

Expected Results

Federal organizations and other jurisdictions have access to knowledgeable, responsive and cost-effective acquisition services on a break-even cost-recovery basis.

Priorities

The Optional Services Revolving Fund has the authority to provide: the acquisition and provision of articles, supplies, machinery, equipment and other materiel for departments; the acquisition and provision of services for departments and the planning and organizing of the provision of materiel and services required by departments.

The ongoing priority is to continue to provide federal organizations with knowledgeable, responsive and cost-effective acquisitions services while achieving an annual break-even position.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations and other jurisdictions have access to knowledgeable, responsive and cost-effective acquisitions services on a break-even cost -ecovery basis.	Percentage of client departments satisfied with Acquisition Optional Services (quality of service, responsiveness and cost-effectiveness).	First survey to be conducted in 2008-2009. Baseline to be determined.	March 31, 2010

Program Activity: *Defence Production Revolving Fund*

Planned Spending and Human Resource Requirements

Defence Production Revolving Fund	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	-	-	-	-
Less: Respendable Revenue	-	-	-	-
Net Resources (Provided) Used	-	-	-	-
Full-Time Equivalents (FTEs)	-	-	-	-

Program Description

This legacy fund is presently unused. It is maintained to provide for acquisition services of military supplies in the event of emergency.

Expected Results

This revolving fund is inactive. It would be used only if the government requests emergency military supplies.

Priorities

As this legacy fund is to be used on an emergency basis only, there are no activities planned.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
This revolving fund is inactive. It would be used only if the Government of Canada requested emergency military supplies.	N/A	N/A	

Program Activity: *Acquisition Stewardship*

Planned Spending and Human Resource Requirements

Acquisition Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	71.9	48.2	34.2	34.2
Less: Respendable Revenue	5.0	1.9	2.0	2.0
Net Expenditures	66.9	46.3	32.2	32.2
Full-Time Equivalents (FTEs)	312	284	285	285

Note: The variance between forecasted spending in 2007-2008 and planned spending for 2008-2009 is mainly due to the sunsetting of funding for the Acquisition Business Transformation and the Government of Canada Marketplace (GoCM) initiatives and the Internal Services allocation.

Program Description

This program activity includes acquisition policy, contract quality assurance, professional development, vendor performance and review, and other management and administrative activities to support program delivery.

Expected Results

The Government of Canada has a positive, effective relationship with suppliers and increased supplier interest and participation in government procurement.

Priorities

In order to provide quality procurement services with a positive, effective relationship with our suppliers, PWGSC must ensure that client departments are fully engaged, that departmental procurement staff have appropriate support systems, and that suppliers (e.g., SMEs) are provided with the necessary information and opportunity to compete for government business.

Procurement Renewal: Building on the successes of recent transformation initiatives, PWGSC will be emphasizing higher-value procurements, which have the greatest impact on government and Canadians. Clients will be encouraged to base their procurement decisions on sound analysis and procurement expertise based on best practices. These practices will take advantage of the government's buying power, and weigh socio-economic objectives with value for money for taxpayers. Greater focus will be put on quality services, sound financial stewardship and striving for new and better ways to deliver services. Over the coming year, PWGSC will develop a business model based on these principles, a process of engagement with stakeholders, and, an implementation plan for the new model. In addition, we will complete a comprehensive update of the Supply Manual to ensure procurement policies and procedures that are updated and accurate.

Office of Small and Medium Enterprises (OSME): To secure increased supplier interest and participation in government procurement, the OSME will continue to reach out to suppliers and potential suppliers through its six regional offices across the country. This will help to acquaint them with government procurement opportunities and increase their awareness of the procurement process. To accomplish this, the OSME will use information sessions, presentations and counselling services, often

delivered in partnership with industry associations and/or other federal and provincial government agencies. The office will also continue to recommend ways that procurement plans and instruments can be designed to ensure that suppliers of all sizes, and SMEs in particular, have fair access to government procurement opportunities. A particular priority will be to match competitive supply capabilities in specific parts of the country with corresponding demand requirements of government departments. To ensure that PWGSC has a positive and effective relationship with suppliers, the OSME will work with other parts of the department to finalize and facilitate the implementation of a more strategic approach to supplier engagement.

Client Engagement: Client engagement was built on a defined and documented process to assist client departments to improve the management of procurement. PWGSC's client engagement team assists clients throughout the development of tailored procurement action plans and provides support for management issues. As well, the team brings organizations together to help identify and build on strengths, and explore industry-standard approaches. The client engagement team will continue to gather and standardize detailed information on federal spending. Continued engagement and participation by departments is important to ensure the effectiveness of this initiative.

Green Procurement: Included in the stewardship role is the responsibility to vigorously support the government's environmental agenda. PWGSC is committed to continuing to integrate environmental performance considerations in the procurement instruments used by all government departments and agencies. Accomplishments include: 47 categories of goods and services, representing approximately $5.6 billion of government spending, were assessed in the implementation of the *Policy on Green Procurement*; 20 categories representing $2.1 billion had green procurement plans put in place; and 27 categories had target dates for completion of green procurement plans in 2008. We will continue to provide guidance and enabling tools to federal departments and agencies for implementing the Policy.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
The Government of Canada has a positive and effective relationship with suppliers and increased supplier interest and participation in government procurement.	Percentage of procurement plans (Commodity Management files only) where advanced supplier consultation has occurred.	100%	March 31, 2009
	Percentage increase in the number of SMEs assisted by OSME.	16%	March 31, 2009
	Percentage increase in number of vendors registered to do business with PWGSC (required to be eligible to bid).	8%	March 31, 2009

INFORMATION TECHNOLOGY

PWGSC provides Information Management (IM) and Information Technology (IT) services to government departments and agencies. Most notably, PWGSC enables modern government by providing shared services for electronic access by Canadians to government information and services, as well as IM and IT services that government organizations need to optimize the delivery of their core programs.

PWGSC has been building IT Shared Services for several years to achieve benefits for all of government. A proof of concept involving several departments, with efficiency targets from the Service Management Improvement Program, is nearing completion and a report will be finalized this fiscal year.

Key Facts

- Provides 130 departments/agencies with one or more IT services, enabling them to focus on their core programs and service delivery to Canadians.
- Issued over 3.5 million e-passes through Secure Channel, providing Canadians and businesses with on-line credentials to access government services on-line.
- Prints 79 million cheques and 27 million non-cashable items for Canadians.
- Enables all PWGSC business (such as Receiver General, Compensation, Real Property, Acquisitions and Translation).

Source: PWGSC databases

The shared services include voice and data networks, data centres, distributed computing (desktop support and information management tools), and shared IT security services (such as Secure Channel). These services are aligned to the *Government of Canada Profile of IT Services* managed by Treasury Board Secretariat. As these services are provided through a variety of funding sources, the two strategic outcomes are supported by three IT program activities:

Strategic Outcome: Quality Services

- Information Technology Infrastructure Services
- Telecommunications and Informatics Common Services Revolving Fund

Strategic Outcome: Sound Stewardship

- Information Technology Infrastructure Stewardship

Program Activity: *Information Technology Infrastructure Services*

Planned Spending and Human Resource Requirements

Information Technology Infrastructure Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating, Capital and Statutory Votes (in millions of dollars)				
Gross Expenditures	477.0	**383.1**	385.2	384.8
Less: Respendable Revenue	263.2	**249.2**	257.9	257.9
Net Expenditures	213.8	**133.9**	127.3	126.9
Full-Time Equivalents (FTEs)	1,724	**1,497**	1,500	1,498

Note: The decrease in the 2008-2009 net expenditures is partly due to the fact that Secure Channel started operating on a cost-recovery basis as of September 2007, reducing the net expenditures. Also, in 2007-2008, Information Technology Services Branch received Treasury Board (TB) funding related to the IT Shared Services TB submission and the IT Infrastructure Rust-Out TB submission, which sunset in 2007-2008. Please note that a $6.6 million reprofiling was requested through the Supplementary Estimates (B).

Program Description

This program activity provides leadership in supporting government-wide IT transformation initiatives. It works closely with client federal organizations to understand and respond to their IT requirements, while delivering secure IT services and solutions. IT services include the brokering, developing and/or managing of data centres, distributed computing (desktop services and information management tools) and IT security services (e.g., Secure Channel).

Expected Results

Federal organizations have more consistent access to information for decision-making, delivering programs and services more efficiently and cost-effectively.

Priorities

PWGSC'S IT Infrastructure Services are aligned with the *Government of Canada Profile of IT Services*, which includes data centres, distributed computing (desktop services and information management tools), and IT security services. The profile will help to eliminate non-standard nomenclature, and make it easier to plan, budget, measure, report and communicate government-wide IT expenditures. The specific services in this program activity are:

Data Centre Services: By acting collaboratively, departments and agencies can improve efficiency and effectiveness through the sharing of data centres. A consolidated IT infrastructure can also positively support the greening of government by implementing environmentally friendly IT services and providing more efficient technologies, facilities and practices across government.

In 2008-2009, PWGSC is considering the creation of a new data centre in Gatineau, Quebec to respond to growth in demand, reduce risk, aid in greening of government and consolidate existing, aged data centres in the National Capital Area (NCA), creating economies of scale in their operation in the future. This will also enhance security of the government's computing data centres.

Distributed Computing Services: There are significant opportunities to consolidate desktop and information management tools. In 2008-2009, PWGSC will enhance its distributed computing service. The goal is to ensure public servants have the correct tools to perform their duties, and that tools are managed consistently across government. Continuous review of service plans with PWGSC partners and clients will be a means of assessing and enhancing the services offered.

IT Security Services: IT security, including secure communications and transactions, is vital for Canadian businesses and citizens when they conduct business with their government. The government's Secure Channel program will continue to provide an environment that enables secure on-line communications and transactions with Canadians. This service provides identification, authentication and authorization services that validate credentials.

External Credential Management provides businesses and citizens with secure access to on-line Government of Canada programs and services. The service allows users of an unsecured public network, such as the Internet, to securely and privately exchange data with the government. Through the use of a public key infrastructure framework, a credential known as an "e-pass" is issued to the user. This e-pass is then used to authenticate the user without transmitting passwords over the network. It does not require that the network be protected.

Internal Credential Management is a service that provides public key infrastructure certificates, which may be used by federal organizations to protect the security of communications and business transactions. Currently, over 100 departments use this common service.

In addition to Identification, Authentication and Authorization Services, efforts will continue to develop and provide services that pertain to Data Exchange (such as the Electronic Postmark™, Government Electronic Delivery Infrastructure Service Plus, and Secure Electronic Forms).

In 2008-2009, these services will continue to support departments and agencies by ensuring that Canadians and businesses have secure on-line access to government services, information and transactions. PWGSC is a partner with Treasury Board Secretariat in the cyber-authentication project, which will ensure services evolve to meet new security threats.

Human Resource Strategy: In support of its annual business plan, IT Services developed a strategic human resource plan and related plans. The plans identify strategies and activities that will support the achievement of IT Services objectives, the challenge of an aging workforce, and the department's priority of building capacity for results, including stabilizing the organization through staffing via the creation of pools of qualified resources and post-secondary recruitment. Key activities have been initiated and will continue in 2008-2009.

Employee retention is a key priority because of the highly competitive IT labour market. Last year, we launched a *Workplace of Choice Program* to engage and empower employees in the development and implementation of an annual action plan. Focus will continue to be given to annual learning plans and career development.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations have access to more consistent information for decision-making, delivering programs and services more efficiently and cost-effectively.	Client satisfaction with services provided by ITSB (i.e. operational availability as per signed Service Level Agreements).	Establish baseline in 2008-2009	
	Percentage of Service Level Agreements met in terms of operational availability of IT infrastructure services.	95%	March 31, 2009

Program Activity: *Telecommunications and Informatics Common Services Revolving Fund*

Planned Spending and Human Resource Requirements

Telecommunications and Informatics Common Services Revolving Fund	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	134.3	197.3	197.3	197.3
Less: Respendable Revenue	134.3	197.3	197.3	197.3
Net Resources (Provided) Used	-	-	-	-
Full-Time Equivalents (FTEs)	216	317	317	317

Note: The increase in planned spending for 2008-2009 is mostly due to the establishment of a government-wide standing offer for Network Equipment Support Services (NESS) in order to take advantage of volume pricing. The increase is also due to the transfer of PWGSC Network Services to the Revolving Fund.

Program Description

This program activity provides federal organizations with secure telecommunications and shared network infrastructure, facilities and services through a fully compensatory client-paid Revolving Fund.

Expected Results

Federal organizations have access to competitively priced and innovative, enterprise-wide telecommunications solutions.

Priorities

With a focus on client service excellence, the department delivers a host of managed network infrastructure and related services including telephone service to almost 250,000 federal employees, teleconferencing, long-distance and wireless voice services, and a variety of fixed and mobile satellite services. We use partnerships with many industry service providers to offer the most appropriate technology solutions, with the best possible service, at the lowest available rates.

PWGSC will continue to focus on the development, implementation and management of a comprehensive suite of telecommunications solutions to departments and agencies. The Telecommunications and Informatics Common Service Revolving Fund will continue to provide government-wide services to federal organizations including the national toll-free service, government calling cards and teleconferencing services. In addition, the department is working on the introduction of new services such as the next generation Government Enterprise Network (GEN).

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations have access to competitively priced and innovative, enterprise-wide telecommunications solutions.	Number of major recommendations in external audit of revolving fund.	0	March 31, 2009
	Percentage of Service Level Agreements met in terms of operational availability of Telecommunications and Informatics services.	95%	March 31, 2009

Program Activity: *Information Technology Infrastructure Stewardship*

Planned Spending and Human Resource Requirements

Information Technology Infrastructure Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	19.8	**22.8**	22.8	22.8
Less: Respendable Revenue	1.3	**4.1**	4.1	4.1
Net Expenditures	18.5	**18.7**	18.7	18.7
Full-Time Equivalents (FTEs)	124	**121**	121	121

Program Description

This program activity provides advice, leadership and reporting on government IT infrastructure activities to federal organizations in a manner that promotes safeguarding information from a whole-of-government perspective.

Expected Results

Canadian citizens and public servants benefit from a comprehensive suite of certified and accredited Information Technology infrastructure products.

Priorities

A product and services catalogue has been established, consistent with the *Government of Canada Profile of IT Service*. A product maturity framework for managing and measuring the acquisition, development, deployment and retirement of a comprehensive suite of IT infrastructure products has been developed so that PWGSC can help ensure that public servants have the right tools to do their job of serving Canadian citizens.

PWGSC is making progress to provide enterprise-wide IM/IT infrastructure products and services. In order to ensure that these products and services are of the highest quality, and are being offered at the best price, a formal government-wide governance for each product and service has been established. This governance ensures that all new products satisfy requirements and that investment and ongoing costs are managed. Criteria are captured in a Product Maturity Index (PMI), which is an overall assessment of the maturity of a product based on attributes indicative of its stability, pricing, performance, competitiveness, planned evolution and fitness for use.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Canadian citizens and Public Servants benefit from a comprehensive suite of certified and accredited Information Technology infrastructure products.	Product Maturity Index (7 criteria: catalogues; price or price model; service level agreement; benchmarked; roadmap; IT security and privacy impact assessment).	4 (out of 7)	March 31, 2009

RECEIVER GENERAL AND PUBLIC SERVICE COMPENSATION

PWGSC manages the Receiver General and Public Service Compensation functions of the government.

The Receiver General functions are critical components of the government-wide, end-to-end processes supporting sound financial management and stewardship.

The Receiver General function manages the operations of the federal treasury, including: issuing payments and collecting revenue for government departments; preparing the Public Accounts; and producing the government's Monthly Statements of Financial Operations. The Public Accounts are subject to the single largest audit conducted by the Auditor General.

Key Facts

The Receiver General:

- Issues 252 million payments in almost 130 countries.
- Handles more than $1.5 trillion in cash flows.
- Issues payments on behalf of nine provinces and three territories as part of joint initiatives.
- Produces the Public Accounts for 175 departments, agencies, Crown corporations and other business entities.
- Reduced by 34 percent annual costs of payment operations since 1995 while volumes increased by 33 percent.

Public Service Compensation:

- Administers the pay accounts of 307,000 public servants and pension accounts of 332,000 pensioners, making it Canada's largest payroll and pension administrator.
- Issues approximately 13 million pay and pension payments a year.

Source: PWGSC databases

The Public Service Compensation function, Canada's largest payroll and pension administrator, provides payroll, benefits and pension plan administration services for the Public Service of Canada. These include: the administration of payroll, pension and insurance services for public service employees and pensioners; specialized pension services and dental plan services for the Canadian Forces, Lieutenant Governors and Diplomatic Services pensioners; payroll and dental insurance services for members of the RCMP; and pay and pension services for current and former Members of Parliament.

The Receiver General and Public Service Compensation functions support PWGSC's two strategic outcomes through five program activities:

Strategic Outcome: Sound Stewardship

- Receiver General Stewardship
- Public Service Pay Stewardship
- Public Service Pension Stewardship

Strategic Outcome: Quality Services

- Receiver General Services
- Public Service Compensation Services

Program Activity: *Receiver General Stewardship*

Planned Spending and Human Resource Requirements

Receiver General Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating (including Special Purpose Allotment) and Statutory Votes (in millions of dollars)				
Gross Expenditures	148.1	**144.7**	147.5	147.3
Less: Respendable Revenue	16.1	**13.0**	13.0	13.0
Net Expenditures	132.0	**131.7**	134.5	134.3
Full-Time Equivalents (FTEs)	483	**503**	504	502

Note: The difference between 2007-2008 and future years is primarily explained by one-time internal funding reallocations, a reduction of TB funding for Universal Child Care Benefit as well as new funding received for initiatives announced in the 2007 Federal Budget ie; Working Income Tax Benefit.

Program Description

This program activity maintains support for the Consolidated Revenue Fund and the Accounts of Canada (revenue collection, cash management operations, payment services, Public Accounts, monthly statement of financial operations, central accounts).

Expected Results

The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.

Priorities

In its stewardship role, the Receiver General carries out core, central, government-wide mandatory mission-critical functions through the assurance of quality, reliability and management.

Receiver General Settlement Streamlining: The Receiver General Settlement Streamlining Project, as mandated by the Canadian Payments Association and the banking industry, supports the department's business renewal agenda through the implementation of modern and efficient image-based cheque clearing. This shift to electronic exchanges of images in the clearing system will not only increase efficiency by speeding up the process, it will also enhance the security of Receiver General cheques and enhance service for the financial institutions, the Receiver General and Canadians.

The use of imaging in the cheque-clearing process will, however, impact on the workforce of the Cheque Redemption Control Directorate located in Matane, Quebec. Strategies to reduce the impact on the workforce continue to be a priority. The strong capacity to recruit and retain resources in Matane will continue to be leveraged to provide solutions to challenges being experienced in critical areas such as pay and benefits and central payroll operations. In addition, the development of the document imaging centre of expertise will continue to be a focus to support the workforce objectives for the region, as well as providing quality and reliable services in the area of document management.

The Receiver General will continue to work in collaboration with the TBS on the government's initiative to renew its Expenditure Management System, which currently collects financial information for the production of the Monthly Statements of Financial Operations and the Public Accounts. In addition, the Receiver General will support, whenever possible, the Parliamentary Budget Office.

Enhancing Delivery of Receiver General Banking Services: Delivering banking services in a rapidly changing world is a complex affair. Technological, economic and legal developments are causing significant changes to the environment in which the Receiver General operates, and are creating opportunities for new ideas and innovative solutions. In 2008-2009, the Receiver General will launch a strategic initiative, in which it will critically examine its banking services, identify opportunities for improvement and ultimately, contribute to the building of a new, long-term strategy for its portfolio of banking services. As a part of this initiative, colleagues in private industry and the public sector, at the provincial, national and international levels, will be engaged.

Contribution to the Government's Green Agenda: Over the past decade, the use of direct deposit as an efficient means of making payments, for recurring amounts owing by the government, has made a significant contribution to the green agenda of the Government of Canada. In 2006-2007, 68 percent of all payments were issued by direct deposit, helping save approximately 47,500 trees or 2,800 tonnes of paper. The Receiver General will continue to promote the use of direct deposit for the issuance of recurring payments through a number of initiatives, which we estimate will result in five million new direct deposits, helping save an additional 1,500 trees, or 88 tonnes of paper.

Human Resource Strategy: Due to retirement, PWGSC is experiencing a loss of human resources who have significant expertise and specialized knowledge. To address this, an integrated human resources plan for the organization has been developed. The plan includes strategies for resourcing and transition that will ensure sufficient human resource capacity and knowledge, identify critical functions, ensure knowledge transition through work transfer activities and documentation, and, leverage resourcing programs. These are, for example, a Financial Officer Recruitment and Development Program targeting visible minority groups, a Compensation Officer Recruitment Program targeting visible minority groups, a Compensation Officer and Pension Benefit Advisor Apprenticeship Program, a Post Secondary Recruitment Program and, external recruitment from industry with required subject matter expertise. These strategies will also contribute to building human resource capacity and ensuring renewal. The organization will ensure the strategies identified in the plan are implemented through ongoing monitoring. The human resource strategy applies to each of the five program activities covered in this section.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.	Number of issues raised based on the Public Accounts audits with respect to the Consolidated Revenue Fund and the Accounts of Canada.	0	March 31, 2009
	Percentage of daily authorizations to the Bank of Canada for all outflows from the Consolidated Revenue Fund made according to schedule.	95%	March 31, 2009
	Average working days after month end in which Monthly Statement of Financial Operations are produced.	25	March 31, 2009
	Percentage of cheque reconciliation performed within 24 hours.	95%	March 31, 2009
	Percent of payments issued according to standards.	99.99%	March 31, 2009

Program Activity: *Public Service Pay Stewardship*

Planned Spending and Human Resource Requirements

Public Service Pay Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	43.0	34.9	31.7	31.9
Less: Respendable Revenue	5.6	3.5	3.5	3.5
Net Expenditures	37.4	31.4	28.2	28.4
Full-Time Equivalents (FTEs)	381	375	375	375

Note: The difference between 2007-2008 and future years can be explained by one-time internal funding reallocations as well as by decreasing funding received from Treasury Board submissions for both legacy systems changes (ref. Pension Modernization Project) and to implement new legislative and policy changes.

Program Description

This program activity administers the government's payroll processes; develops and maintains computer systems and national service office infrastructure; provides training and advice to departmental compensation advisors and liaises with compensation advisors, the Treasury Board Secretariat and insurance companies regarding insurance plans.

Expected Results

The integrity of public service pay and benefits administration.

Priorities

In its stewardship role, PWGSC's compensation function carries out core, central, government-wide mandatory functions. Through the assurance of quality and reliability of processes and systems, it contributes to the stewardship of government resources.

Pay Modernization: Today, employees and employers are demanding more modern services. Having become accustomed to 24/7 services available through web channels and call centres, they expect comparable service from their government. The current payroll system is more than 40 years old with several generations of patchwork programming improvements made over the years. Its maintenance is

dependent on the specialized knowledge, skills and experience of employees, many of whom may retire within the next few years.

The aging legacy system contributes to a lengthy training period (18 to 24 months) for the compensation community, which is ill suited to a new, younger, highly mobile workforce. This is exacerbated by an increased volume of retirements in the compensation community, resulting in departments and agencies facing the challenge of being unable to consistently deliver quality, timely compensation administration services to public servants.

Although the pay system is enhanced where possible, the old technology imposes limitations with the result that we can alleviate, in only a very limited way, the compensation workload in departments. For instance, the lack of interoperability between departmental human resource management systems and the PWGSC central pay system results in duplications of effort required from departments to maintain employee information in multiple systems. This creates numerous data integrity and reconciliation problems.

PWGSC has the opportunity to address these challenges and deficiencies with its proposed Pay Modernization initiative. This will involve the delivery of new capabilities by modernizing technologies and business processes to support competitive and industry-standard practices in pay administration, such as self-service for managers and employees for the whole-of-government.

Enhancing Delivery of Compensation: To ensure sustainability of the Government of Canada compensation administration and the existing legacy pay system, enhancements will be made to the system to improve controls and assist the compensation community and to reduce the risks associated with incorrect information being entered by departments. More functionality will be added to the pay system to facilitate the work of departmental compensation advisors in the processing of complex transactions. PWGSC will also increase its training and advisory capacity to departments to respond to challenges resulting from significant employee turnover in the public service compensation community.

Compensation Web Applications: In its efforts to improve services to employees and assist departmental staff, the department will continue with the implementation of its Compensation Web Applications. These web services, which provide easy, secure, self-service access to pay, benefits and pension information will continue to be deployed to departments and agencies across the public service. The target is to have 80 percent of public servants with access to the Compensation Web Applications by the end of fiscal year 2008-2009.

Contributions to the Government's Green Agenda: The introduction of new tools in the Compensation Web Applications, such as electronic pay stubs, implementation of direct deposit for overtime and retroactive payments and on-line T4s for employees will also contribute to greening government initiatives. If 80 percent of employees stop the printing of their supplementary payment stubs, 14.9 tonnes of paper will be saved annually. Similarly, if 80 percent of employees stop the printing of their T4s, 1.6 tonnes of paper will be saved annually.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
The integrity of public service pay and benefits administration.	Timely and accurate processing and updating of government payroll as per schedule, including:		
	• Percentage of pay transactions processed accurately and according to standards.	95%	March 31, 2009
	• Percentage of collective agreements and policy changes implemented within legislated timeframes.	100%	March 31, 2009
	• Number of operational incidents that affect pay payments.	0	March 31, 2009

Program Activity: *Public Service Pension Stewardship*

Planned Spending and Human Resource Requirements

Public Service Pension Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	120.3	**122.2**	104.2	101.6
Less: Respendable Revenue	96.7	**98.2**	80.7	79.1
Net Expenditures	23.6	**24.0**	23.5	22.5
Full-Time Equivalents (FTEs)	715	**666**	586	593

Note: The difference between 2007-2008 and future years can be explained mainly by changes in: the approved funding for the Government of Canada Pension Modernization Project (GoCPMP) and the Centralization of Pension Services Delivery Project (CoPSDP); and the funding for the administration costs of the *Public Service Superannuation Act* (PSSA) obtained by an annual Treasury Board submission, which increases the funding level for three fiscal years at a time and has not been approved for 2008-2009 yet.

Program Description

This program activity administers the government's pension processes; develops and maintains computer systems; provides advice and training; delivers insurance services; and liaises with pensioners, insurance companies and occasionally employees. It also develops insurance procedural directives and training courses for delivery to the compensation community.

Expected Results

The integrity of the *Public Service Superannuation Act* (PSSA) public service pension administration.

Priorities

PWGSC provides core, central, government-wide administration of the Public Service Pension Plan. This mission critical activity includes ensuring the sustainability and integrity of the processes and systems needed to support pension administration and services to all plan members. To this end, we have initiated steps to address the challenges of the current infrastructure's outdated technology and inefficient business processes.

Transformation of Pension Administration: The transformation of pension administration received Effective Project Approval from the Treasury Board in June 2007. The current business process and system infrastructure is almost 40 years old. It is dependent on outdated technology that limits the

government's ability to adopt modern, cost-effective systems, hampers the adoption of web-based services, and relies on inefficient manual processes. As well, the current decentralized delivery of services results in duplication of effort as data is recorded across several departmental systems and transaction calculations are performed both by the departments and by PWGSC. The objective of the transformation initiative is to renew the business processes and systems and centralize pension services in PWGSC to ensure modern, timely, cost-effective pension administration to employees, pensioners and federal government departments and agencies. In 2008-2009, the project will deliver the first two releases of the new system and business processes; the client relationship management tool and document imaging. The project will also progressively centralize the delivery of a set of services to plan members in PWGSC, including pre-employment information, spousal dependent information and service purchase, thereby allowing employees to begin to benefit from a single centre of pension expertise.

Centralization, replacement of the current systems and business transformation are all expected to provide cost savings, administrative efficiencies and consistent, improved services to employees and pensioners. Centralization of pension services will also address the significant impact of retirement and resulting decline of compensation expertise across the government.

Improvement of Services: In preparation for the centralization of all services related to the purchase of prior service, PWGSC is dedicating additional resources to increasing the percentage of cases completed within the established service standard times. PWGSC will continue with its certification program to ensure that individuals who give pre-retirement information sessions to employees have the required qualifications and up-to-date information.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
The integrity of the PSSA public service pension administration.	Number of issues raised based on audits with respect to PSSA pension administration.	0	March 31, 2009
	Percentage of pension transactions processed accurately and according to standards.	96%	March 31, 2009
	Percentage of policy changes implemented accurately within legislated timeframes.	100%	March 31, 2009
	Number of operational incidents that affect pension payments.	0	March 31, 2009

Program Activity: *Receiver General Services*

Planned Spending and Human Resource Requirements

Receiver General Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating (including Special Purpose Allotment) and Statutory Votes (in millions of dollars)				
Gross Expenditures	12.2	10.4	10.4	10.4
Less: Respendable Revenue	4.2	2.1	2.1	2.1
Net Expenditures	8.0	8.3	8.3	8.3
Full-Time Equivalents (FTEs)	77	48	48	48

Note: The difference between 2007-2008 and future years is mainly due to two factors: the investment in the development of a Document-imaging Pilot Project with Service Canada in 2007-2008 and the fact that the agreements for document imaging services with the other government departments are considered on an annual basis only and they have not been planned for 2008-2009 yet.

Program Description

This program activity maintains operations for a Departmental Financial Management System, provides optional document-imaging services and bill payment services for federal organizations, and offers optional payment-related printing such as tax information statements and pay statements. Optional services are provided on a cost-recovery basis.

Expected Results

Federal organizations have access to optional financial systems services, document imaging, payment related printing, mail preparation and delivery services.

Priorities

This program activity supports ongoing, cost-effective, quality services to government departments. Provision of these services results in overall increased efficiency and cost avoidance for the government at large.

PWGSC continues to support the development of document imaging and bill payment services for the government. Specifically, work is progressing to improve the technical infrastructure and business processes to enable imaging certification for the services. These improvements will help alleviate the impact of an increased client base and associated business volume. New tool sets and training are also being provided to strengthen the capacity to deliver solutions tailored to each client's business requirements.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations have access to optional financial systems services, document imaging, payment related printing, mail preparation and delivery services.	Percentage of transactions processed in accordance with client requirements and/or service level agreements.	95%	March 31, 2009

Program Activity: *Public Service Compensation Services*

Planned Spending and Human Resource Requirements

Public Service Compensation Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	6.2	4.4	3.9	3.8
Less: Respendable Revenue	4.0	3.0	2.6	2.5
Net Expenditures	2.2	1.4	1.3	1.3
Full-Time Equivalents (FTEs)	58	50	48	47

The difference between 2007-2008 and future years can be explained by an upcoming Memorandum of Understanding (MOU), which is signed with the Department of National Defence on a yearly basis, covering three fiscal years. The MOU for fiscal 2008-2009, which will adjust the three future years, is not signed yet.

Program Description

This program activity distributes third-party information to public servants and pensioners, and provides services to Canadian Forces annuitants.

Expected Results

Federal employees and pensioners receive information and federal employees not under Schedule I, IV, V and *Canadian Forces Superannuation Act* pensioners receive payments in accordance to legislation and collective agreements.

Priorities

PWGSC carries out pay and pension functions, on an optional basis, to those federal government organizations that may request compensation administrative services. Through the assurance of quality and reliability of processes and systems, we ensure reliable and cost-effective delivery and management of PWGSC services. Separate employers benefit from the enhancements being made to the central pay systems and processes and they will profit from the Pay Modernization initiative.

In the pension area, the new systems and processes are being developed as part of the Transformation of Pension Administration initiative as a government-wide solution for pension administration. This project will provide the infrastructure needed to ensure that PWGSC delivers modern, timely, cost-effective pension administration services to employees and pensioners of government departments and agencies. Under the umbrella of this project, the strategic initiatives that will impact our program activity include the following:

Canadian Forces Superannuation Act (CFSA) Pension Administration: The Effective Project Approval for the Government of Canada Pension Modernization Project referenced the implementation of the option of adopting the PWGSC new pension administration solution for the CFSA. It is expected that CFSA, which will need to seek Treasury Board approval before implementation, will be required to consider the option of adopting the PWGSC new pension administration solution. The decision to move to the new solution will take into consideration factors such as service levels, workloads and costs.

PWGSC and the Department of National Defence have agreed to proceed with a preliminary project approval phase.

RCMP Superannuation Act (RCMPSA) Pension Administration: The government-wide pension services being developed as part of the Transformation of Pension Administration is one option being considered for the delivery of the RCMP pension administration services. PWGSC and RCMP have agreed to proceed with an analysis of this option.

It is expected that by having the superannuation plans adopt the pension modernization solution, there will be significant government savings.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal employees and pensioners receive information and federal employees not under Schedule I, IV, V and CFSA pensioners receive payments in accordance to legislation and collective agreements.	Percentage of CFSA pension payments made within service level standards.	95%	March 31, 2009
	Percentage of time inserts are distributed to employees and pensioners in accordance with sponsor requirements.	100%	March 31, 2009

CONSULTING, INFORMATION AND SHARED SERVICES

PWGSC's Consulting, Information and Shared Services (CISS) provides four client-focused common services that enhance government communications, industrial security, shared services and public sector management by:

- Making government information easily accessible to Canadians and government;
- Ensuring highly sensitive and classified government information and assets, as well as controlled goods (e.g., satellite and aerospace technology), are properly protected by private sector companies/entities;
- Providing support to five shared corporate administrative systems, and providing HR services to small departments and agencies; and
- Delivering public service consulting expertise that improves government operations.

PWGSC's two strategic outcomes are supported by three CISS program activities:

Key Facts

- Delivers mandatory coordination services for advertising and public opinion research requirements to approximately 100 departments and agencies.
- Delivers training sessions to public servants to enhance knowledge of government policies and procedures for public opinion research and advertising.
- Publishes the *Canada Gazette*, official journal of the Government of Canada, which has over 17,000 pages downloaded daily.
- Makes reliable information available to Canadians through the Publications website, with over 6 million publications downloaded annually.
- Coordinates 10 Canada Pavilion events and 20 federal presence events annually reaching over 600,000 Canadians
- Enables Canadian industry to compete for classified and sensitive contracts in Canada and other countries.
- Assists departments to achieve economies of scale through its corporate administrative shared systems and its shared human resource services.
- Delivers over 150 management consulting projects annually to improve government management and operations.

Source: PWGSC Databases

Strategic Outcome: Quality Services

- Information Services
- Consulting and Audit Canada Revolving Fund - Consulting Services

Strategic Outcome: Sound Stewardship

- Information Stewardship

Program Activity: *Information Services*

Planned Spending and Human Resource Requirements

Information Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	70.4	**62.3**	54.4	54.2
Less: Respendable Revenue	36.8	**31.0**	31.0	31.0
Net Expenditures	33.6	**31.3**	23.4	23.2
Full-Time Equivalents (FTEs)	379	**267**	268	267

Note: Information Services total spending authority is derived from resources appropriated from Parliament to PWGSC and from resources recovered from other departments and agencies and external to government for services rendered (ie: respendable revenue). The decrease in the net expenditures is due to a one-year funding approval for the Industrial Security Program. Also, spending for 2007-2008 includes expenditures of the Business Integration Services program activity, which has now been deleted. 2008-2009 Planned Spending includes $8.0 million for Industrial Security Program, as per the Budget 2008.

Program Description

This program activity includes the delivery of a broad range of services to enhance government communications, shared corporate administrative systems and human resource services, and industrial security. Through communication and information products and services, it provides government communications responsive to the diverse information needs of Canadians. Through shared services, it provides centralized support to federal corporate administrative systems as well as consolidated human resource services to small departments. By the management and delivery of security programs, it ensures that government classified and protected information and assets are safeguarded and that controlled goods are protected against unauthorized possession, examination or transfer while in the custody of private sector companies.

Expected Results

Communication Services: Canadians have access to government information on programs, services, priorities, laws and regulations.

Industrial Security: Classified/protected government information and assets are safeguarded and controlled goods are protected while in the custody of private sector companies.

Shared Services Integration: Federal organizations benefit from high quality and affordable support for shared corporate administrative systems and human resource services.

Priorities

Industrial Security Program: The Industrial Security Program has been facing mounting external pressure for increased industrial security vigilance since 9/11. This includes a significant increase in security for Canadian government contracting, both military and non-military, and growth in the number and size of international cooperative projects. The Industrial Security Program is also responsible for ensuring that controlled goods are protected against unauthorized possession, examination or transfer while in custody of private sector companies. In response, in 2008-2009, the Industrial Security Program will strengthen its program delivery by increasing the number of employees providing services. This will help build upon a management action plan developed and initiated in 2007 to respond to recommendations from the October 2007 *Report of the Auditor General*. Upcoming activities include:

- Implementing a Quality Assurance Program for all its security activities (i.e., personnel security, company registrations and inspections, contract terms and conditions) to ensure active monitoring of documents;
- Conducting a third-party review of active PWGSC files to ensure procedures were followed including the implementation of alternative mitigation measures;
- Carrying out recommendations from an independent management review of the program with a view to improve services;

- Engaging program stakeholders through the newly created Industrial Security Management Advisory Board, an ADM-level committee established to provide objective advice on the Industrial Security Program, its direction and policies;
- Collaborating with central agencies to explore opportunities for information sharing/pooling for public servant security clearances;
- Continuing efforts started in 2007-2008 to find a solution that will ensure Canadian industry has future access to specialized U.S. goods and technology; and
- Continuing to expand its involvement in international forums and bilateral discussions to increase opportunities for Canadian companies to compete for classified/sensitive contracts awarded by foreign governments and to gain access to classified/sensitive technologies and goods as required. These represent considerable revenue for Canadian businesses, which will contribute to Canada's economic well being.

Communication Services: Canadians have diverse needs with respect to both the information they want from government and the way in which it is communicated. These needs are not static, but rather evolve in response to demographic and technological trends. To ensure services remain relevant and responsive to clients' changing information needs, PWGSC will continue to work to improve its outreach programs and their relevance.

In 2008-2009, the Government of Canada Exhibitions Program will implement a comprehensive outreach strategy to increase partnerships with departments and develop messaging tailored to exhibition events. These partnerships will explore options for thematic activities in order to maximize appeal to visitors. The outreach strategy will also include raising awareness among Members of Parliament of the program tools that can be used to communicate with Canadians. Through a marketing plan CISS will also raise awareness of the *Canada Gazette*'s outreach activities to highlight its role as a democratic institution. In addition, to provide Canadians with better access to Government of Canada information, the *Canada Gazette* and the Publishing and Depository Services websites will be revamped.

Shared Services Integration: In keeping with our vision of efficiency for government and effectiveness for clients; and in support of the Clerk of the Privy Council's priority to enhance government through information technology, the government's HR Management System cluster will be improved over the next two years to accommodate the *Public Service Modernization Act* (PSMA) requirements. In addition, the Integrated Financial Management System cluster will proceed with plans for software upgrades. These upgrades will help advance the government's modernization initiatives and will lead to increased standardization of systems and more reliable and comprehensive reporting.

Human Resource Strategy: PWGSC has assessed the human resource impacts and risks for these programs for 2008-2009 as being substantial. Steps must be taken to decrease the impacts of knowledge

loss caused by retirements and the increased mobility of staff within the public service. An integrated human resources plan has been developed, which includes active participation in centrally led recruitment processes such as the Management Training Program (MTP), formalized mentoring and coaching activities and the development of continuous learning strategies. The human resource strategy applies to each of the three program activities covered in this section.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Canadians have access to Government of Canada information regarding laws, regulations, priorities, programs and services.	Percentage of clients and Canadians satisfied with information services (quality and usage of services).	80%	March 31, 2009
Classified/protected Government of Canada information and assets are safeguarded, and controlled goods are protected while in the custody of private sector companies.	Percentage of industrial security services delivered within established service standards.	75% *	March 31, 2009
Federal organizations benefit from high quality and affordable support for shared corporate administrative systems.	Percentage of clients satisfied with services provided by Shared Services Integration	80%	March 31, 2009
* Note: The target was established at 75% due to the 12 to 18 months ramp-up time required to acquire the resources need to adequately staff the industrial security program, but will be reviewed over the coming year.			

Program Activity: *Consulting and Audit Canada Revolving Fund – Consulting Services*

Planned Spending and Human Resource Requirements

Consulting and Audit Canada Revolving Fund - Consulting Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	28.7	20.9	22.3	22.8
Less: Respendable Revenue	28.6	20.9	22.3	22.8
Net Resources (Provided) Used	0.1	-	-	-
Full-Time Equivalents (FTEs)	154	147	147	148
Note: For Consulting Services, the decrease in revenue and expenses in 2008-2009 is due primarily to the decision to withdraw from flow-through contracting, coupled with a decrease in FTE's due to difficulties in staffing. For future years, the average revenue per FTE is expected to increase due to increases in fees and utilization rates.				

Program Description

This program activity provides consulting and audit services to federal organizations and, upon request, to provincial, territorial, municipal and Aboriginal governments in Canada and to foreign governments and international organizations, on an optional and fee-for-service basis.

Expected Results

Federal and international organizations have access to quality management consulting services to improve government operations.

Priorities

The consulting part of the Consulting and Audit Canada Revolving Fund, which is now known as Government Consulting Services (GCS), is the Government of Canada's in-house management consulting group. Much of the work of GCS is linked to the priorities of the government (security, environment, health and economic growth), as well as to assisting clients to respond to central agency policies and initiatives.

Since the separation of the functions of consulting and audit services in October 2005, PWGSC has focused on managing and delivering projects that are best done by its own staff of security-cleared public servants, including:

- Confidential and sensitive assignments leading to improvements in governance, management and operations in the public service;
- Preparation of government documents (Memoranda to Cabinet, Treasury Board Submissions, business cases);
- Program strategy and design; and
- Support to departments in advancing public sector management.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal and international organizations have access to quality management consulting services to improve government operations.	Percentage of clients indicating that Consulting Services contributed to improvements in the management and/or operation of their organization.	65%	March 31, 2009

Program Activity: *Information Stewardship*

Planned Spending and Human Resource Requirements

Information Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	17.0	**18.8**	18.8	18.8
Less: Respendable Revenue	-	**0.5**	0.5	0.5
Net Expenditures	17.0	**18.3**	18.3	18.3
Full-Time Equivalents (FTEs)	61	**101**	101	101
Note: The increase is due to the Internal Services allocation.				

Program Description

This program activity provides advice, coordination and reporting on government advertising and public opinion research activities in a manner that promotes, from a whole-of-government perspective, transparency, accountability and compliance with acts and policies.

Expected Results

Federal organizations have access to useful advice to assist them to comply with legislation, policies and directives relevant to advertising and public opinion research.

Priorities

PWGSC will maintain an ongoing review of its advertising of public opinion research services to ensure we continue to provide value, remain relevant and be responsive to the evolving needs of client departments and stakeholders. As such, a key priority will be to ensure that our advisory, coordination and information services address the challenges and opportunities that flow from the impacts of new technologies and the growing diversity of our country.

In this regard, key initiatives by the Public Opinion Research and Advertising Coordination (PORAC) sector will include the following:

- Establish an expert advisory panel to develop standards and guidelines for government on-line public opinion research. The panel will comprise experts from industry, academia and federal departments;
- Develop official languages minority and ethnic media planning tools to assist government institutions to more effectively reach these communities in their advertising;
- Provide training and information sessions to government communicators on electronic, official languages, minority and ethnic media, and on-line public opinion research methods; and
- Provide support to the TBS and PWGSC's Acquisition Branch in the implementation of the government's response to the *Report of the Independent Advisor on Public Opinion Research.*

In 2008-2009, GCS will implement a Communications and Outreach strategy to raise awareness of our services and to maintain ongoing communications with clients to enable us to better anticipate and meet their evolving demands. One of the priorities of GCS is to maintain the high quality of its services, while bringing its many new staff members up to speed. To achieve this objective we will enhance knowledge development and transfer activities within the organization. This includes the systematic documentation of methodologies for core consulting services, the development of more rigorous quality assurance processes and an increased focus on mentoring and knowledge sharing. These initiatives are also aimed at promoting consistency of approach across the organization and enhancing operational efficiency.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations have access to useful advice to assist them to comply with legislation, policies and directives relevant to advertising and public opinion research.	Percentage of clients finding legislative/policy advice useful (as assessed by exit surveys).	85%	March 31, 2009

TRANSLATION BUREAU

Translation is a key component of the government's service delivery. It helps the government serve Canadians and communicate with them in the official language of their choice, as well as in Aboriginal and foreign languages, by standardizing terminology within the public service and providing translation, revision, interpretation, terminology and localization services for Parliament, the judiciary, and federal departments and agencies.

PWGSC's Translation Bureau ensures that a critical mass of skilled language professionals – employees and suppliers – is available. Thus, it enables the government to operate smoothly, meet its official languages obligations, and promote the values of linguistic duality and multiculturalism. The bureau provides services in more than 100 languages to support the government in its international relations and in its communications with those Canadians who have difficulty communicating in either official language.

Key Facts

- Federal government's centre of expertise for translation, revision, interpretation and localization.
- Public service authority on language and terminology standards.
- Handles hundreds of thousands of service requests totaling more than 1.5 million pages every year at some 60 service points nationwide.
- Manages TERMIUM®, the Government of Canada's terminology and linguistic data bank which contains over 3.5 million terms in English and French, and more than 160,000 terms in Spanish.
- Provides translation services 24 hours a day, seven days a week.
- Makes it possible for 3,700 small and medium linguistic services firms to obtain government contracts.
- Provides Parliament with translation and interpretation support for over 2,000 sessions annually for the House of Commons, the Senate and their Committees.

Sources: Departmental databases, Translation Integrated Ordering System

Our two strategic outcomes are supported by three Translation Bureau program activities:

Strategic Outcome: Quality Services

- Linguistic Services
- Translation Bureau Revolving Fund

Strategic Outcome: Sound Stewardship

- Linguistic Stewardship

Program Activity: *Linguistic Services*

Planned Spending and Human Resource Requirements

Linguistic Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	57.8	55.3	55.3	55.3
Less: Respendable Revenue	-	-	-	-
Net Expenditures	57.8	55.3	55.3	55.3
Full-Time Equivalents (FTEs)	-	-	-	-

Program Description

This program activity provides translation, revision, interpretation, terminology and other linguistic services to enable Parliament to function in both official languages; offers conference interpretation to the judiciary and federal organizations in both official languages or any other languages required; and ensures terminology standardization in the federal public service. It is mandated under the *Translation Bureau Act*.

Expected Results

Parliament and federal organizations are able to ensure equality of status for both official languages and access to non-official languages.

Priorities

Focus on Core Business: PWGSC will proceed with its renewal agenda, by continuing the modernization and streamlining of its work tools, processes and methods. We will:

- Take part in the development and maintenance of technological solutions to increase the level of integration with the House of Commons document production system;
- Continue to collaborate with the Canadian Translators, Terminologists and Interpreters Council in administering the certification exam for conference interpreters;
- Continue to enhance the quality of communications between the government and the public by such means as terminology standardization notices, the Clear and Effective Communication initiative and the *Language Nook*;
- Maintain our efforts to give all Canadians unlimited access to the terminological and linguistic resources developed by public institutions in Canada;
- Represent Canada at major national and international language fora and on standardization networks and committees, such as the International Organization for Standardization (ISO); and
- Play a leading role in the organization of the World Terminology Summit and the Inter-American Language Management Seminar to be held in 2008.

Human Resource Strategy: The Translation Bureau's plans and priorities for 2008-2009 have been established taking into account the growing scarcity of qualified language resources in Canada. Second only in size to the European Union's translation service, PWGSC hires the largest number of translators, interpreters and terminologists in Canada. As such, it is a key enabler in ensuring the existence of a critical mass of qualified personnel to respond to the government's requirements, and those of Canada in general, in any language, at all times.

The market requires 1,000 new language professionals per year, but universities produce fewer than 300 graduates in official languages annually. The effects of this shortage are compounded by accelerated retirement among the current workforce and intensified competition in the marketplace for qualified resources. Also, there is a critical shortage of qualified resources in Aboriginal languages and in those foreign languages that are most needed for military, diplomatic and intelligence needs.

Proactive approaches are being implemented to minimize this impact through integrated human resource planning and other measures.

PWGSC will act to increase recruitment and development of professionals not only for its own requirements but also for other users. The two-year apprenticeship programs, designed to rapidly bring translation and terminology recruits to the working level, will also be maintained. In addition, special attention will be given to recruitment and training of translators, interpreters and terminologists in languages or areas of expertise where shortages are critical. The human resource strategy applies to each of the three program activities covered in this section.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Parliament and federal organizations are able to ensure equality of status for both official languages and access to non-official languages.	Percentage of clients satisfied with linguistic services (using the Common Tool Measurement).	97%	March 31, 2009
	Growth rate of the terminology and linguistic collection.	5%	March 31, 2010

Program Activity: *Translation Bureau Revolving Fund*

Planned Spending and Human Resource Requirements

Translation Bureau Revolving Fund	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	221.1	212.7	214.5	218.2
Less: Respendable Revenue	214.9	210.7	214.5	218.2
Net Resources (Provided) Used	6.2	2.0	-	-
Full-Time Equivalents (FTEs)	1,681	1,700	1,700	1,700

Note: In 2007-2008, Treasury Board Secretariat has approved the use of $6.2 million of unused authority to make strategic investments. During 2008-2009, expenditures will diminish from the previous year by reducing strategic investments and professional contracts, but will increase again in line with cost of living.

The Bureau's revolving fund provides services to Parliament and collects the related revenues from its own operating vote. Accordingly, the revolving fund's gross expenditures and respendable revenue include the net expenditures reported in Linguistic Services and Linguistic Stewardship Program Activities.

Program Description

This program activity delivers translation, revision, technolinguistic and other linguistic services to the judiciary and federal organizations, and upon request, to the other governments in Canada and international organizations, on a cost-recovery basis. It is mandated under the *Translation Bureau Act*.

Expected Results

Federal organizations are able to meet their official languages obligations and to function in non-official languages as required.

Priorities

Translation Modernization: PWGSC's Translation Bureau will carry on with its renewal agenda by completing the implementation of its new business model and by continuing the modernization and streamlining of its work tools, processes and methods. We will deploy translators who will work on-site

with clients or assign translators to clients, thereby providing high quality services through a client-oriented structure. We plan to improve productivity through the implementation of automated work tools such as a translation memory. We will ensure that core public-interest documents are of the highest quality by focusing our in-house professional resources on revision and quality assurance.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Federal organizations are able to meet their official languages obligations and to function in non-official languages as required.	Percentage of clients satisfied with linguistic services (using the Common Tool Measurement).	85%	March 31, 2009
	Percentage of market share.	69%	March 31, 2009

Program Activity: *Linguistic Stewardship*

Planned Spending and Human Resource Requirements

Linguistic Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	2.5	2.4	2.4	2.4
Less: Respendable Revenue	-	-	-	-
Net Expenditures	2.5	2.4	2.4	2.4
Full-Time Equivalents (FTEs)	-	-	-	-

Program Description

This program activity exercises professional authority in the area of language services by taking an active role in establishing both professional and quality assurance standards for translation, interpretation, terminology and technolinguistics services within the government. It helps to ensure and develop the bilingual, Aboriginal and foreign language translation capacity that the Government of Canada requires to support the country's social, economic, international and security-related objectives. It derives its authority from the *Translation Bureau Act*.

Expected Results

- The supply of linguistic capacity to the Government of Canada is ensured; and
- The linguistic quality of communications of the Government is ensured.

Priorities

Innovation and Renewal: PWGSC will play a key role in the evolution of the profession by enhancing professional standards and encouraging their acceptance nationally while laying the groundwork with the European Commission for common international standards in translation.

We will lead in the assessment and application of state-of-the-art technological solutions and will encourage industry to follow. We will encourage other stakeholders to foster the development of a sustainable industry, and will collaborate with Acquisitions Branch to use the federal buying power in support of this objective.

Enhancing Management Fundamentals: PWGSC's Translation Bureau will foster the establishment of a functional authority in order to promote whole-of-government solutions and ensure sound management of language services within the public service.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
The supply of linguistic capacity to the Government of Canada is ensured.	Number of contracts offered with no bids	0	March 31, 2010
The linguistic quality of communications of the Government of Canada is ensured.	Percentage of standardized terms in the terminology and linguistic collection.	Targets being developed.	March 31, 2009
	Percentage of sampled communications meeting quality standards.	Targets being developed.	March 31, 2009
Note: A performance measurement strategy and related targets will be developed by March 31, 2009.			

AUDIT SERVICES CANADA

Audit Services Canada's (ASC) mission is to contribute to improving public sector management, accountability and operations by providing assurance, audit and accounting services. ASC has a large group of professionally qualified auditors with excellent knowledge of government. The services have been provided for over 60 years.

Key Facts

- Employs roughly 150 professionals, with two-thirds located in regional offices outside the National Capital Area.
- Engages in approximately 300 projects across Canada.
- Plays a strategic role in the implementation of the Treasury Board Policy on Internal Audit.

Source: PWGSC databases, Client Satisfaction Survey.

ASC offers, on an optional fee-for-service basis, professional audit and audit-related services both domestically to federal organizations and internationally to governments and international organizations where Canada is represented. It specializes in contract cost auditing, transfer payment auditing, internal auditing and assurance, accountability and control framework reviews, financial compliance auditing, performance auditing, information systems auditing and directed reviews.

Our strategic outcomes are supported by one program activity:

Strategic Outcome: Quality Services

- Consulting and Audit Canada Revolving Fund - Audit Services

Program Activity: *Consulting and Audit Canada Revolving Fund – Audit Services*

Planned Spending and Human Resource Requirements

Consulting and Audit Canada Revolving Fund - Audit Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Statutory Votes (in millions of dollars)				
Gross Expenditures	25.0	**28.0**	29.2	30.9
Less: Respendable Revenue	25.1	**28.0**	29.2	30.9
Net Resources (Provided) Used	(0.1)	-	-	-
Full-Time Equivalents (FTEs)	207	**220**	230	240

Note: Starting in 2008-2009, Audit Services will embark in an active recruitment program to build a professional practice to assist government departments and agencies in meeting their audit objectives. This will result in increased average revenue per FTE over the planning periods.

Program Description

This program activity provides consulting and audit services to federal organizations and, upon request, to provincial, territorial, municipal and Aboriginal governments in Canada and to foreign governments and international organizations, on an optional and fee-for-service basis.

Expected Results

Federal organizations have access to assurance services that give them confidence that their programs, policies and procedures have been audited to appropriate standards.

Priorities

Management Fundamentals: In 2008-2009, PWGSC will increase accessibility to our services by ensuring that we have enough people with the right knowledge and skills to meet anticipated client demands. We will also implement a communications and outreach strategy to raise awareness of our services and to maintain ongoing communications with clients to enable us to better anticipate and meet their evolving demands. In order to maintain financial viability under our new business model, we will address our resource requirements. PWGSC already delivers services of high quality and meets most of the requirements of the new *Treasury Board Policy on Service* expected to be effective April 1, 2008. Our post-project client satisfaction surveys consistently indicate levels of client satisfaction in excess of 90 percent.

Human Resource Strategy: PWGSC has assessed the human resource impacts and risks for this program for 2008-2009 as being nominal. Risks due to personnel retirement, transfers and turnover will have a potential impact on service and delivery of this program. Effective action is planned in recruitment and retention to mitigate these risks. We will build and maintain our auditing capacity through active recruitment at all levels, backed by extensive professional development activities. ASC will continue to implement its professional practice function in 2008-2009 and will strengthen its internal knowledge transfer capacity.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Audit services	Percentage of average billable utilization per employee	80%	March 31, 2009
Federal organizations have access to audit and assurance services that give them confidence that their programs, policies and procedures have been audited to appropriate standards.	Percentage of clients indicating that assurance services meet their needs (quality, timeliness and value of service)	90%	March 31, 2009

GREENING OF GOVERNMENT OPERATIONS

PWGSC provides advice and guidance to departments and agencies on a wide range of activities related to the greening of their operations. Through close collaboration with the Treasury Board Secretariat (TBS) and Environment Canada (EC), PWGSC's Office of Greening Government Operations (OGGO) works to accelerate the greening of the government's operations by supporting the development of policies and initiatives related to this field.

OGGO, in collaboration with TBS and EC, will work to promote the establishment of government-wide priorities, accountabilities, targets, timelines and reporting requirements to assist the government in its commitment to become a model of environmental excellence in its own operations. Greening of Government Operations supports PWGSC's two strategic outcomes through two program activities:

Key Facts

- PWGSC is taking a strategic approach to greening of government operations in four areas of interest: land, buildings, business and movement.
- 18 federal building projects are using the Leadership in Energy and Environmental Design (LEED™) as a guide are registered with the Canadian Green Building Council.
- In 2005, carbon dioxide emissions associated with federal government operations had been reduced by 26 percent from 1990 levels.
- In support of the *Treasury Board Policy on Green Procurement*, PWGSC provides guidance and tools to assist departments and agencies in purchasing, operating and disposing of their goods in a cost-effective way that protects the environment.
- 75 percent of the passenger vehicles purchased by the federal government in 2006-2007 were vehicles either use the gasoline/electric hybrid technology or can operate on an alternative transportation fuel such as E85 ethanol, bio-diesel, propane or natural gas.

Source: PWGSC databases

Strategic Outcome: Sound Stewardship

- Greening of Government Operations Stewardship

Strategic Outcome: Quality Services

- Greening of Government Operations Services

Program Activity: *Greening of Government Operations Stewardship*

Planned Spending and Human Resource Requirements

Greening of Government Operations Stewardship	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	5.0	1.8	1.8	1.9
Less: Respendable Revenue	2.1	0.7	0.7	0.7
Net Expenditures	2.9	1.1	1.1	1.2
Full-Time Equivalents (FTEs)	21	3	3	4

Note: Please note that in addition to the resources depicted above, this program activity benefits from resources from other related program activities such as Real Property Stewardship. These other related resources are used to cover the salaries of FTEs. In 2007-2008, the Office for Green Government Operations (OGGO) was realigned and a portion of its budget was allocated to the Federal Accommodation and Holdings program activity. This change will allow OGGO to focus on its policy mandate and to continue advancing the government's agenda in the area of greening government operations.

Program Description

This program activity provides interdepartmental leadership, functional guidance and advice on a range of greening activities. It supports the TBS in the ongoing development of greening policy and performance management instruments. It puts in place programs, initiatives, policies, tools and management frameworks that are needed to green PWGSC's services and operations. It also develops PWGSC's sustainable development strategies, monitors performance, and drafts the department's annual Sustainable Development Performance Report.

Expected Results

Canadians can trust that the federal government is reducing the negative environmental impact of its operations.

Priorities

This program activity supports the priorities of achieving excellence through innovation and building capacity for results.

Green Leadership: The period 2007-2008 was strategically important for the Office of Greening of Government Operations (OGGO), in that its roles and responsibilities have evolved away from operations and toward policy and direction setting. In 2008-2009, PWGSC will demonstrate strong leadership and work with other government departments to improve the federal government's capacity to reduce the negative environmental impacts of its operations. Our approach to achieving government-wide results will emphasize the need for:

- Consistent application of government-wide actions;
- Development of government-wide targets, policies, initiatives and a performance measurement framework for greening government operations;
- Clear advice and guidance to help government departments and agencies meet their greening objectives and targets;
- Development and maintenance of collaborative networks for greening government operations; and
- Consistent, continuous monitoring and reporting on environmental performance.

The opportunities to make dramatic differences are extensive, but will be focused on pursuing tangible results in four areas of interest: land, buildings, business, and movement.

Examples of key initiatives for 2008-2009 are:

- In the area of land, PWGSC will work to develop a directive for reducing and/or eliminating the cosmetic use of pesticides on federal property.
- For buildings, PWGSC will continue developing a sustainable buildings policy and supporting guidelines to be implemented at federal office buildings.

- For business, PWGSC will pursue a procurement directive to limit the federal government's purchases of products containing hazardous chemicals. Additionally, we will continue to provide guidance and enabling tools to federal departments and agencies for implementing the Policy on Green Procurement and setting targets that reflect their mandates and buying patterns.
- For movement, PWGSC will work to develop a directive for federal departments and agencies to ensure that those who have not already done so evaluate their fleets to verify that they are the right size and composition for operational requirements.

In August 2007, OGGO transitioned from a service delivery to a policy-focused organization and was integrated into the Corporate Services, Policy and Communications Branch of PWGSC. It will be a priority for OGGO to build capacity to respond to emerging issues, provide solid research and analysis in support of policy development, and strengthen a coherent approach to greening government operations.

An enhanced ability to report on government-wide environmental performance will be vigorously pursued with appropriate talents and tools emphasizing best practices in performance management. In 2008-2009, OGGO will enhance its existing human resource capacity by expanding and renewing opportunities that are required to meet the new expectations. This will involve the development and implementation of a comprehensive human resources plan that identifies staffing as well as learning requirements.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Canadians can trust that the federal government is reducing the negative environmental impact of its operations.	Percentage of new vehicles purchased for the federal fleet that are green vehicles, excluding RCMP and other specialized vehicles.	100%	March 31, 2010
	Percentage of new major federal office building projects, registered with the Canada Green Building Council that are certified under LEED or equivalent.	100%	March 31, 2009

Program Activity: *Greening of Government Operations Services*

Planned Spending and Human Resource Requirements

Greening of Government Operations Services	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating (including Special Purpose Allotment) and Statutory Votes (in millions of dollars)				
Gross Expenditures	10.6	**57.0**	38.7	38.8
Less: Respendable Revenue	-	-	-	-
Net Expenditures	10.6	**57.0**	38.7	38.8
Full-Time Equivalents (FTEs)	9	-	-	-

Note: Please note that in addition to the resources depicted above, this program activity benefits from resources from other related program activities such as Real Property Stewardship. These other related resources are used to cover the salaries of FTEs. The forecasted spending for 2007-2008 represents mostly Design Engineering Consultant costs and some minor construction activities. The variance between 2007-2008 and 2008-2009 represents the commencement of major construction activities. Construction activities level off the following year 2009-2010 and continue to spread over the remainder of the project.

Program Description

This program activity delivers a range of services to PWGSC and interdepartmental clients. It directly supports the implementation of the government's environmental and sustainable development objectives by helping it attain social and environmental benefits. The services include the provision of technical support towards pollution prevention and contaminated sites remediation, sustainable building design, environmental assessment and wastewater management. These services are delivered nationally on an optional, fee-for-service basis, using the Real Property Services Revolving Fund.

This program activity is currently devoted entirely to the remediation of the Sydney Tar Ponds and Coke Ovens site.

Expected Results

The Remediation Project and its components are delivered on time, on budget, within scope (time, budget, scope changes managed) and the risks associated with the remediation are managed.

Standards (air, water, soil, health and safety) are identified, monitored and met, and environmental components are monitored regularly and impacts are mitigated.

Community is informed, understands the project and its goals, and supports the clean-up efforts.

Priorities

The Sydney Tar Ponds and Coke Ovens sites comprise 100 acres of contaminated land from approximately 100 years of steel making. The Sydney Tar Ponds and Coke Ovens Remediation Project is currently at the project implementation phase.

A clean-up plan drawing on hundreds of engineering and scientific studies has been prepared, and a remediation strategy was developed that consists of several components:

- Controlling surface water (at the Tar Ponds and Coke Ovens sites) and groundwater (at the Coke Ovens site);
- Treating in-place contaminants at both sites;
- Containing remaining contaminants at both sites;
- Restoring and landscaping site surfaces at both sites; and
- Developing long-term monitoring and maintenance plans for both sites.

For a list of the clean-up's major milestones, see Table 7: Horizontal Initiatives in Section III of this report.

All design and engineering phases, along with technical, environmental, and financial feasibility have been completed. The last preventative work project will be completed in March 2008. Preparation is underway for capping the Coke Oven site and for solidifying and stabilizing the Tar Ponds site.

A Results-based Management and Accountability Framework (RMAF) has been developed. The PWGSC audit and evaluation plan required a formative evaluation to be completed in the 2006-2007 fiscal year; a mid-term evaluation to be completed in 2010, and a summative evaluation (final) to be undertaken upon completion of the project.

The initial formative evaluation was undertaken by the Audit and Evaluation Branch of PWGSC and found the governance structure to be sound, implemented effectively, and enhanced by the involvement of the independent engineer. Significant milestones had been achieved, notably with regard to the timely completion of the environmental assessment and the completion of almost all planned preliminary and preventative works. Also, projects undertaken under the Interim Cost Share Agreement have been completed in a cost-effective manner and under budget, and that the PWGSC team was able to function effectively.

The final evaluation report and action plan are posted on the PWGSC website, which can be accessed at: http://www.pwgsc.gc.ca/aeb/text/2006-2007-e.html.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
The Remediation Project and its components are delivered on time, on budget, within scope (time, budget, scope changes managed) and the risks associated with the Remediation are managed.	Project milestones are reached; Schedule is achieved, costs are within budget, project remains within scope (changes are managed), quality of deliverables meet project standards and risk management strategy is up-to-date with timely implementation of activities to mitigate risks.	100%	Ongoing to 2014
Standards (air, water, soil, health and safety) are identified, monitored and met and environmental components are monitored regularly and impacts are mitigated.	Standards are identified for monitoring air, water, soil, health and safety (e.g. regulatory and contractual), compliance with identified standards and changes to baseline conditions in the identified valued environmental components.	100%	Ongoing to 2014
Community is informed, understands the project and its goals, and supports the clean-up efforts.	Public, local business and other stakeholders have access to timely, relevant information related to clean up, extent and nature of community involvement in the clean up efforts, trends in the nature of community feedback related to the clean up, positive media portrayal of the cleanup and positive change in community perception of and support for project.	100%	Ongoing to 2014

SECTION III - SUPPLEMENTARY INFORMATION

Table 1: Departmental Link to the Government of Canada Outcomes

PWGSC's ongoing operations support the Government of Canada's outcomes related to Economic, Social and International spending through the Government Affairs outcome area.

Program Activity	Planned Spending			Alignment to Government of Canada Outcome Area
	2008-2009	2009-2010	2010-2011	
Quality Services				
Federal Accommodation and Holdings	1,863.0	1,810.5	1,505.0	Government Affairs
Real Property Services Revolving Fund	-	-	-	Government Affairs
Real Property Disposition Revolving Fund	(5.5)	(5.2)	(4.9)	Government Affairs
Acquisition Services	146.3	146.2	146.3	Government Affairs
Optional Services Revolving Fund	-	-	-	Government Affairs
Defence Production Revolving Fund	-	-	-	Government Affairs
Information Technology Infrastructure Services	133.9	127.3	126.9	Government Affairs
Telecommunications and Informatics Common Services Revolving Fund	-	-	-	Government Affairs
Receiver General Services	8.3	8.3	8.3	Government Affairs
Public Service Compensation Services	1.4	1.3	1.3	Government Affairs
Information Services	31.3	23.4	23.2	Government Affairs
Consulting and Audit Canada Revolving Fund	-	-	-	Government Affairs
Linguistic Services	55.3	55.3	55.3	Government Affairs
Translation Bureau Revolving Fund	2.0	-	-	Government Affairs
Greening of Government Operations Services	57.0	38.7	38.8	Government Affairs
Sound Stewardship				
Real Property Stewardship	39.9	39.8	39.8	Government Affairs
Acquisition Stewardship	46.3	32.2	32.2	Government Affairs
Information Technology Infrastructure Stewardship	18.7	18.7	18.7	Government Affairs
Receiver General Stewardship	131.7	134.5	134.3	Government Affairs
Public Service Pay Stewardship	31.4	28.2	28.4	Government Affairs
Public Service Pension Stewardship	24.0	23.5	22.5	Government Affairs
Information Stewardship	18.3	18.3	18.3	Government Affairs
Business Integration Performance Management	5.3	5.3	5.3	Government Affairs
Linguistic Stewardship	2.4	2.4	2.4	Government Affairs
Greening of Government Operations Stewardship	1.1	1.1	1.2	Government Affairs

Table 2: Sustainable Development Strategy

Federal SD & GGO Goals	Performance Measure from Current SDS	Department's Expected Results for 2008- 2009
Goal 1 contributes to federal SD (Sustainable Development) Goal VI (Strengthen federal governance and decision-making to support sustainable development) and GGO goal on green procurement.	• Degree to which pilot project (managed print solution) is completed. • Quantity of printing equipment PWGSC used. • PWGSC Green Printing Standard approved and communicated, and percentage of PWGSC published documents in compliance with the PWGSC Green Printing Standards. • Percentage of material managers, procurement personnel and acquisition cardholders who have received green procurement training. • Departmental direction for the implementation of the policy on green procurement approved and procedures and systems established to support monitoring and reporting of departmental direction. • Sustainable Building Policy and implementation plan approved. • Percentage of existing Crown-owned office buildings that have been assessed under BOMA Go Green Plus. • Percentage of leases respecting the LEED, BOMA requirements or equivalent standards/assessment tools specific to each type of lease. • Number of environmental considerations in the priority CGSB standards routinely used in the GC procurement process and number of environmental considerations recommendations related back to standards committee(s) for inclusion into the priority CGSB standards. • Environmental considerations in departmental procurement review decisions are addressed. • Number of asset management processes reviewed/number of processes and level of integration in each process. • Approved action plan and/or best practices for feasible opportunities to further enhance the environmental sustainability of its Real Property operations.	Clear and effective governance mechanisms to integrate sustainable development in decision-making.
Goal 2 contributes to federal SD Goal V (Sustainable Development and Use of Natural Resources).	• Percentage of strategy for managing electronic waste generated from federal operations implementation. • Number of contracts integrating sustainable development/number of contracts • Number of projects over $1 million managing construction, renovation, demolition waste/number of projects over $1 million. • In relation to the implementation of standardized desktop configurations and associated management practices, reduction in energy consumption and reduction in amount of electronic waste.	SDS commitments are integrated into the key planning and reporting processes of the department.

Goal 3 contributes to federal SD Goal III (Reduce Greenhouse Gas Emissions) and GGO goals on building energy and vehicle fleet	• In PWGSC Crown-owned buildings, percentage of total building energy consumption reduction relative to 2001-2002 in gigajoules and in megajoules/m^2. Percentage of greenhouse gas (GHG) emissions reduction relative to 2001-2002 levels. GHG emissions will be measured as kilotonnes, and also as kg/m^2 of CO2 equivalent. • In central heating and cooling plants, percentage of total building energy reduction converted to GHG emissions reduction relative to 2001-2002 GHG levels. Emissions will be measured as kilotonnes, and also as kg/m2 of CO2 equivalent. • Annual average GHG emissions per vehicle kilometre. • Percentage of gasoline purchases for federal road vehicles that is ethanol blended.	Emissions are reduced
Goal 4 contributes to federal SD Goal IV (Sustainable Communities – communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations)	• Percentage of the 172 active contaminated sites with a status of either "remediation complete" or "assessed, no action required" as indicated in the Federal Contaminated Sites Inventory effective June 2009. • Percentage of hazardous material reduction (reduction in the number of product types) based on statistical sampling.	Risks to human and ecosystem health from harmful substances are reduced (including cleanup of federal contaminated sites)

For more information about greening government operations, see:
http://www.pwgsc.gc.ca/greening/text/publications/guidance-sds-e.html

Electronic Reporting Tables

Tables 3 to 16 can be found at http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp. They include:

Table 3 - Details of Transfer Payment Programs;
Table 4 - Evaluations
Table 5 - Foundations (Conditional Grants)
Table 6 - Green Procurement
Table 7 - Horizontal Initiatives
Table 8 - Internal Audits
Table 9 - Loans, Investments, and Advances (Non-budgetary)
Table 10 - Progress Toward the Department's Regulatory Plan
Table 11 - Revolving Funds
Table 12 - Services Received Without Charge
Table 13 - Sources of Respendable and Non-respendable Revenue
Table 14 - Status Report on Major Crown Projects
Table 15 - Summary of Capital Spending by Program Activity
Table 16 - User Fees

Table 17: Detailed Planned Spending

	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
GOVERNMENT SERVICES PROGRAM (Note 1)				
Operating (including Special Purpose Allotments), Capital and Statutory Votes				
Main Estimates (net) (in millions of dollars)				
Quality Services				
Federal Accommodation and Holdings	1,868.5	1,621.1	1,481.7	1,411.1
Real Property Services Revolving Fund	-	-	-	-
Real Property Disposition Revolving Fund	(8.0)	(5.5)	(5.2)	(4.9)
Acquisition Services	149.3	146.0	146.2	146.3
Optional Services Revolving Fund	-	-	-	-
Defence Production Revolving Fund	-	-	-	-
Information Technology Infrastructure Services	136.5	134.9	127.3	126.9
Telecommunications and Informatics Common Services Revolving Fund	-	-	-	-
Receiver General Services	8.6	7.4	8.3	8.3
Public Service Compensation Services	1.7	0.6	1.3	1.3
Information Services	32.7	23.2	23.4	23.2
Consulting and Audit Canada Revolving Fund	-	-	-	-
Linguistic Services	55.7	55.3	55.3	55.3
Translation Bureau Revolving Fund	-	2.0	-	-
Greening of Government Operations Services	-	54.0	38.7	38.8
Total: Quality Services	2,245.0	2,039.0	1,877.0	1,806.3
Sound Stewardship				
Real Property Stewardship	41.8	39.8	39.8	39.8
Acquisition Stewardship	28.3	32.1	32.2	32.2
Information Technology Infrastructure Stewardship	13.4	18.7	18.7	18.7
Receiver General Stewardship	130.1	131.5	134.5	134.3
Public Service Pay Stewardship	26.6	31.3	28.2	28.4
Public Service Pension Stewardship	17.8	23.6	21.4	22.5
Information Stewardship	17.5	18.3	18.3	18.3
Business Integration - Performance Management (Note 2)	4.4	5.3	5.3	5.3
Linguistic Stewardship	2.5	2.4	2.4	2.4
Greening of Government Operations Stewardship	6.3	1.1	1.1	1.2
Total: Sound Stewardship	288.7	304.1	301.9	303.1
Main Estimates total (net)	2,533.7	2,343.1	2,178.9	2,109.4
Main Estimates (gross)	4,622.4	4,922.7	4,741.1	4,667.1
Less: Respendable Revenue (Note 3)	2,088.7	2,579.6	2,562.2	2,557.7
TOTAL MAIN ESTIMATES (net)	2,533.7	2,343.1	2,178.9	2,109.4
Full Time Equivalents (FTEs)	12,581.0	12,391.0	12,327.0	12,338.0

Table 17: Detailed Planned Spending (cont'd)

	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Adjustments (net)				
Supplementary Estimates				
Supplementary Estimates (A)				
Funding to support a suite of Secure Channel infrastructure services to allow federal departments, Canadian citizens and businesses, and public servants to conduct electronic transactions in a secure environment and access Government of Canada information and services.	36.2	-	-	-
Funding for the sale and Leaseback of Office Complexes and Lands.	32.4			
Funding to address aging IT infrastructure components for Government of Canada and Public Works and Government Services clients, including Shared Services.	28.1	-	-	-
Funding for the estimated cost of additional office accommodation requirements provided to departments and agencies.	26.5	-	-	-
Funding to develop an online service for authorized government users to electronically select and purchase goods and services, make the necessary payments and carry the associated settlements (Government of Canada Marketplace and Acquisition Business Transformation projects).	23.3	-	-	-
Funding for the environmental clean up of the Sydney Tar Ponds and Coke Ovens Sites in the Muggah Creek Watershed.	13.6	-	-	-
Funding to conduct the Proof of Concept for IT Shared Services and position the department for large scale growth in IT Shared Services across the federal government.	10.5	-	-	-
Funding for the Industrial Security Program which includes the Contract Security Program and the Controlled Goods Program.	10.1	-	-	-
Funding to vacate, restore and renovate the West Block building of the Parliamentary Precinct, as part of the West Block Renovation Program.	9.1	-	-	-
Funding related to the Federal Accountability Action Plan for Procurement Ombudsman ($3.7M), the Independent Advisor on Public Opinion Research ($0.8M) and regional offices for the Office of Small and Medium Enterprises ($3.8M).	7.2	-	-	-
Funding for the Government of Canada Exhibitions Program and the Government of Canada Rural Exhibits Program. *(horizontal item)*	4.5	-	-	-
Funding to modify the legacy pay systems in support of the Government of Canada Pension Modernization Project implementation, the migration of certain pension non-Public Service Superannuation Account plan administrations, and ongoing data quality.	3.6	-	-	-
Funding related to the assessment, management and remediation of federal contaminated sites. *(horizontal item)*	3.2	-	-	-
Transfer from Human Resources and Social Development - For the Surplus Federal Real Property for the Homelessness Initiative.	3.0	-	-	-
Funding to implement critical new legislative and policy changes related to the Regional Pay Systems to comply with the new reporting requirements.	1.9	-	-	-
Funding related to fit-up and space envelope adjustment at 3000 Merivale Road (Ottawa).	1.0	-	-	-
Funding for activities that are essential to the continued implementation of the Public Service Modernization Act. *(horizontal item)*	0.2	-	-	-
Funding for enhanced enforcement activities relating to the National Anti-Drug Strategy that are aimed at reducing the supply and demand for illicit drugs. *(horizontal item)*	0.2	-	-	-
Funding in support of the Federal Accountability Act to evaluate all ongoing grant and contribution programs every five years. *(horizontal item)*	0.1	-	-	-
Funding related to government advertising programs. *(horizontal item)*	0.1	-	-	-
Funding to address legislative, policy, and operational initiatives arising from the 2007 Federal Budget such as the Working Income Tax Benefit, New Child Tax Credit, measures related to savings plans, and enhanced audit and enforcement activities. *(horizontal item)*	-	-	-	-
Internal reallocation of resources - For the sale and seaseback of office complexes and lands in support of lease payments.	-	-	-	-
Internal reallocation of resources - To reallocate reductions pursuant to the Expenditure Review Committee Savings - Procurement	-	-	-	-
Transfer to Foreign Affairs and International Trade - To provide support to departmental staff located at missions abroad	(0.1)	-	-	-
Transfer to Natural Resources - For the reimbursement of accommodation requirements.	(0.3)	-	-	-
Transfer to Human Resources and Skills Development - For the funding of accommodation costs, programs and activities related to the Public Access Programs Sector.	(16.1)	-	-	-
Transfer to Library and Archives Canada - For the establishment of the Portrait Gallery of Canada	(23.2)	-	-	-
Transfer to Canada Revenue Agency - To manage its accommodation and real property services.	(257.2)	-	-	-
Total Supplementary Estimates (A)	(82.1)	-	-	-

Table 17: Detailed Planned Spending (cont'd)

	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Supplementary Estimates B				
Funding for the estimated cost of additional office accommodation requirements provided to government departments and agencies.	24.5			
Funding for the retrofit of the Galleria building in Regina, the Argentia Naval Base remediation, and the fit-up of the Dominion Public building in Charlottetown.	17.1	-	-	-
Funding to proceed with capital and health and safety projects on the Old Port of Montreal site.	7.1			
Funding to complete the fit-up at 131 Queen (swing space) for occupancy during the West Block and Wellington Building renovation projects.	6.0	-	-	-
Funding to pursue post-sponsorship activities, i.e. the recovery of sponsorship funds, the criminal investigations and related lawsuits.	5.5	-	-	-
Funding to vacate, restore and renovate the West Block building, as part of the West Block Renovation Program.	5.4			
Funding to implement the Real Property Business and Systems Transformation (RPBST) project which consists in significant changes to business processes and systems as well as the associated internal capacity building.	3.1	-	-	-
Funding for the Laniel Dam reconstruction.	2.9	-	-	-
Funding for accommodation, special events management, procurement and project management services relating to the organization of the 2008 Francophonie Summit *(horizontal item)*.	2.5	-	-	-
Funding to respond to the increase in translation and interpretation services to Parliament.	2.0	-	-	-
Reinvestment of revenues from the sale or transfer of real property *(horizontal item)*.	1.4	-	-	-
Funding for Alexandra Bridge inspections and deck repairs.	0.1	-	-	-
Internal reallocation of resources - For the ongoing net rent and fit-up of existing crown space (Fairmont) to be replaced by a proposed lease-purchase, as part of a real property project to create a new Royal Canadian Mounted Police (RCMP) Headquarter facility (Division E).	0.0	-	-	-
Internal Reallocation of Resources - Funding for the sale and leaseback of office complexes and lands.	0.0	-	-	-
Transfer to Indian Affairs and Northern Development in support to the Yukon Federal Council.	0.0	-	-	-
Transfer to the Canada Public Service Agency (CPSA) - To support the National Managers' Community (NMC) because CPSA became the permanent host organization due to its central agency mandate.	(0.1)	-	-	-
Transfer to Treasury Board Secretariat - Transfer through an Order in Council effective October 1, 2007 for the Organizational Readiness Office (ORO).	(0.2)	-	-	-
Transfer to Indian Affairs and Northern Development - For the change of banker departments from Public Works and Governement Services to Indian Affairs and Northern Development in order to have the capacity to support projetcts through contribution agreements for the Nunavut Federal Council.	(0.2)	-	-	-
Transfer to Canadian Food Inspection Agency - To return funding for the relocation of the department's activities and programs to other custodial facilities.	(0.6)	-	-	-
Homelessness Partnering Strategy	(2.1)	-	-	-
Procurement Ombudsman	(2.2)	-	-	-
Sydney Tar Ponds	(3.0)	-	-	-
2007-2008 Capital Carry Forward	(3.1)			
Sale and leaseback - In order to reflect the sale and leaseback of only seven (7) properties rather than the anticipated nine (9) properties as originally approved.	(3.5)			
Information Technology Shared Services Proof of Concept project.	(3.5)	-	-	-
Spending authorities available within the Vote [Note 4]	(5.7)	-	-	-
Information Technology Infrastructure Rust-Out	(6.6)	-	-	-
Skyline Complex	(22.0)	-	-	-
3000 Merivale	(25.9)	-	-	-
Total Supplementary Estimates (B)	(1.1)	-	-	-

Table 17: Detailed Planned Spending (cont'd)

	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Earmarked Items				
Funding for capital projects	-	225.3	180.4	73.2
Expenditure Review - Procurement Investment (Transformation)	-	14.2	-	-
Funding for accommodation expenditures	-	11.6	12.5	11.0
Funding for the Sydney Tar Ponds remediation project	-	3.0	-	-
Funding for the Federal Accountability Act and Action Plan	-	1.1	-	-
Pension administration recoveries to be return to the consolidated revenue fund (statutory)	-	0.7	2.2	-
Expenditure Review - Property Management Investment Fund	-	-	25.6	-
Funding for other Real Property expenditures	-	(19.0)	73.2	(29.4)
Total Earmarked Items	-	**236.9**	293.9	54.8
Other adjustments				
Employee benefit plans (EBP) adjustments *(statutory)*	11.8	-	-	-
Compensation adjustments (Treasury Board Vote 15)	4.1			
Other adjustments	27.3	-	-	-
Total Other adjustments	43.2	-	-	-
Budget 2008 Announcements				
Engineering Assets	-	**24.0**	37.0	39.0
Industrial Security Program	-	**8.0**	-	-
Total Budget 2008 Announcements	-	**32.0**	37.0	39.0
Total Adjustments	(40.0)	**268.9**	330.9	93.8
NET PLANNED SPENDING	2,493.7	**2,612.0**	2,509.8	2,203.2
Less: Non-Respendable Revenue	26.0	**26.3**	27.0	25.3
Plus: Cost of Services Received Without Charge	38.3	**42.9**	42.6	43.0
TOTAL DEPARTMENTAL SPENDING	2,506.0	**2,628.6**	2,525.4	2,220.9
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	12,581	**12,391**	12,327	12,338

Note 1: Includes intradepartmental revenues and expenditures of $262.5 million for 2007-2008, $300.6 million for 2008-2009, $306.6 million for 2009-2010 and $306.9 million for 2010-2011 for a nil bottom line impact.

Note 2: Business Integration and Performance Management figures reflect internal recoveries that cannot be charged to other program activities.

Note 3: The respendable revenue amount excludes $622.0 million of current year adjustments.

Note 4: Total authorities available within the Vote 5 are attributable to the reduced requirement for the following initiatives: $61,338 for the renovation of the Government of Canada Building at 120 Cedar Street in Timmins, Ontario, $3,950,000 for the renovation of the Government of Canada Building at 11 Station Street in Belleville (Ontario), and $1,648,921 for the renovations of the St.John's Data Tax Centre (Newfoundland).

SECTION IV – OTHER ITEMS OF INTEREST

Program Activity: *Internal Services*

Planned Spending and Human Resource Requirements

The financial expenditures for Internal Services are not shown because, for Treasury Board Secretariat's financial reporting purposes, those costs have been re-allocated to the other program activities as departmental overhead.

Program Description

The Internal Services program activity supports the Minister, Deputy Minister, Associate Deputy Minister and Assistant Deputy Ministers/Chief Executive Officers (ADMs/CEOs) in their dealings with Cabinet, Parliament, central agencies and other stakeholders. It oversees the implementation of integrated management in areas ranging from human resources, risk management, and, performance and financial management. It also delivers support services to the department in areas such as policy, corporate information management, office automation infrastructure; accommodation; materiel management; health, safety, security, and emergency preparedness; communications; legal services; audit and evaluation; and other support services.

Priorities

At PWGSC, the Internal Services program activity supports PWGSC's strategic outcome of Sound Stewardship through: Financial Services; Human Resources; Information Technology Services; Corporate Policy and Planning; Communications; the Office of the Chief Risk Officer; Audit and Evaluation; Investigations and Litigation Office; Access to Information; Health and Safety; and offices in the Pacific, Western, Ontario, Quebec, and Atlantic regions. It should be noted that regional priorities are aligned to the primary program activities highlighted in Section II of this report.

Financial Services: In 2005-2006, Financial Services and the Chief Financial Officer position were created as a distinct branch within PWGSC. We are continuing to modernize this role to ensure alignment with the Government of Canada's priorities. The department will work toward: achieving strengthened financial management through a wide range of activities to improve the quality of financial information oversight; systems and reporting; attracting and retaining a professional cadre of financial management personnel; overseeing departmental spending; and ensuring financial management policies, processes and enablers are clearly articulated and understood. We are committed to leading sound financial management in PWGSC, implementing a human resources plan and transforming financial management within the department.

Human Resources – Investing in Our People and the Exemplary Workplace: Continuing with last year's commitment, PWGSC will further invest in building its Human Resources (HR) capacity through

recruitment, development and retention in order to address the challenges posed by an aging workforce, increased retirements and a looming labour shortage. We will strive to achieve an exemplary workplace by focusing on management fundamentals, and measuring our progress against the Human Resource Management (HRM) elements of the MAF.

HR Key Facts

- Total PWGSC population (indeterminate): 12,630.
- Number of employees eligible to retire without penalty: 1,252 or 9.9 percent.
- Annual retirement eligibility for current indeterminate employees: between 3.9 percent and 4.6 percent annually for the next five years.
- Average age of PWGSC employees: 45.8 years

Source: PWGSC databases.

To renew our workforce and achieve the objectives of public service renewal, we will ensure the departmental HRM infrastructure is aligned with the expectations of sound public service management. To build the appropriate HR capacity, we will implement the departmental public service renewal plan to:

- Integrate business planning with human resources planning in order to provide a better sense of our strengths and of the gaps we will need to fill to ensure that:
  - PWGSC has the people and skills it needs for the future;
  - Each branch is equipped to meet its needs for new personnel;
  - Our recruitment processes are accessible, credible and efficient; and
  - Employment equity and official languages are integrated in all recruitment initiatives.
- Foster new business competencies and focus on employee development as part of creating a professional working environment that attracts and retains employees;
- Develop change leadership capabilities to enable leaders and future leaders to lead change successfully and to create an environment that attracts and retains talent;
- Put in place the systems and processes to enable efficient, user-friendly planning, recruitment and development; and
- Ensure continued, timely and effective administration of compensation and benefits.

Information Technology Services: The Chief Information Officer (CIO) for PWGSC ensures the strategic leveraging of Information Management and Information Technology (IM/IT) services to meet the business requirements of the department. The CIO assists the department in defining its business requirements, develops IM/IT-enabled solution options, develops life-cycle cost estimates, provides project management for implementation, and delivers all required IM/IT operational and support services. The CIO is responsible for the efficient delivery of IM/IT services through total cost of ownership analyses, benchmarking and implementation of cost reduction initiatives.

The above responsibilities include alignment and compliance with Treasury Board (TB) Policies, including IT, IM, and IT Security. The office of the CIO provides the framework, processes, and tools to develop and maintain a PWGSC enterprise architecture, which represents a department-wide view of its business processes, business information assets, supporting technologies and application portfolio.

In 2008-2009, the CIO will fully utilize the IT Shared Services being provided by PWGSC across government.

Corporate Policy and Planning: Our corporate policy and planning provides strategic analysis and support to the Minister, the Deputy Minister, and the Associate Deputy Minister. This includes leading the department's relationship with central agencies, supporting the Minister in his Cabinet responsibilities, and leading the strategic planning activities for the department. In 2008-2009, the emphasis will be on building further capacity in these areas, and providing strong corporate leadership in the areas of strategic policy and planning.

Communications: In 2008-2009, PWGSC will provide timely, effective and integrated communications that contribute to achieving the department's key commitments of achieving excellence through innovation and building capacity for results. PWGSC communications will be aligned with the government's overall priorities, and we will continue to take a proactive approach to reach our stakeholders; Canadians, Parliamentarians, other government departments, suppliers and associations.

Office of the Chief Risk Officer (OCRO): In 2008-2009, OCRO will reinforce the integration of the various functions and capitalize on synergies within the Office of the Chief Risk Officer to provide better oversight and support to the department. It will strengthen the department's risk management capacity by providing a focal point for risk management advice and oversight, and will continue to exercise our oversight role on all major departmental initiatives, including development and implementation of a departmental quality assurance infrastructure. OCRO will: provide a department-wide approach that supports strong ethical leadership; promote a values-based organization culture; assess the ethical climate of the department; and, provide a tool to branches and regions for them to develop mitigation strategies to focus their ethics-related efforts. OCRO will continue to implement fairness monitoring and delineate conflict resolution accountabilities between OCRO and the Office of the Procurement Ombudsman. Finally, OCRO will continue to provide investigative, awareness and reporting services to the department and senior executives on losses of money, wrong-doing, offences and illegal acts against the Crown, and implement and put into operation the requirements of the *Public Service Disclosure Protection Act.*

Audit and Evaluation: To comply with the Treasury Board *Policy on Internal Audit* and in anticipation of a new TB *Policy on Evaluation*, PWGSC continues to undertake significant efforts to strengthen internal audit and evaluation capacity. Specifically, we have developed, and are in the second year of implementing, a comprehensive three-year plan to put in place the structure and activities required under both policies.

Internal audits and evaluations are undertaken based on a Multi-Year Risk-based Audit and Evaluation Plan. This plan will be approved by the Departmental Audit and Evaluation Committee in early 2008-2009. In addition to monitoring and following-up on the implementation of management action plans that address internal audit, evaluations, and Auditor General recommendations, Audit and Evaluation also facilitates the coordination of audits conducted by the Office of the Auditor General of Canada and the Commissioner of the Environment and Sustainable Development, and other central agencies. The plan for

PWGSC's upcoming audits and evaluations are found in Tables 4 and 8 of this report, at: http://www.pwgsc.gc.ca/aeb.

Investigations and Litigation Office: The Investigations and Litigation Office (ILO) continues to manage and oversee post-sponsorship activities regarding the government's claim for the recovery of sponsorship funds, the criminal investigations, as well as the related lawsuits and countersuits. The ILO provides strategic advice, research and analysis and overall assistance in support of the government's post-sponsorship activities and priorities, particularly with regard to strengthening accountability.

Following several amendments to the claim, the government is now seeking the recovery of part or all of the funds for contracts with a total value of $60.2 million from 22 defendants. As of December 31, 2007, the government has recovered a total of $4.8 million, which has been deposited in the Consolidated Revenue Fund. The civil trial is scheduled to begin in September 2008.

Access to Information: PWGSC will continue to improve its capacity as it relates to access to information and privacy files. Training, sustainable resources and systems will enable timely responses to requests under the *Access to Information Act* and the *Privacy Act*. An action plan for improving performance has been developed and will be implemented in 2008-2009.

Health and Safety: PWGSC will continue to identify and to eliminate or control all workplace hazards and risks, ensuring continual improvements and conformity to the acts, regulations, codes and the standards governing health and safety in the federal jurisdiction.

Performance Measurement Strategy

Expected Results	Performance Indicators	Target	Achievement Date
Secure and strengthen the fundamentals of financial management, ensure the stabilization of the integrated financial and material management system to produce accurate and timely information to track all spending and provide appropriate tools for effective scrutiny and decision-making, as well as, supporting the achievement of departmental priorities and enhance business management practices.	Percentage of SIGMA release schedule met.	100%	September 1, 2008
	Percentage of financial system transition plan implemented over a three year period.	100%	March 31, 2009
Renewal and development of a highly skilled financial management workforce.	Percentage of Finance Branch Human Resource Plan implemented.	100%	March 31, 2009
Strengthened accountability and integrity in government through the implementation of the OCG Financial Management Policy Framework and government-wide initiatives, resulting in more rigorous and timely financial management, audit, and verification systems, as well as improved financial management information and decision-making.	Percentage of CFO Modernization Plan implemented.	100%	March 31, 2011
The PWGSC Public Service Renewal action plan is implemented, monitored and	Renewal Plan updated based on new priorities received from the Clerk of the Privy Council.	100%	May 2008

adjusted to ensure it is kept evergreen and is meeting the needs of the organization.	New or revised sub-elements of plan to form part of operational sector plans with appropriate specific performance indicators for each key item e.g. new learning initiative mapped out and targets set.	100%	May 2008
	Renewal plan reviewed quarterly at departmental management committee.		June 2008, September 2008, December 2008, March 2009
Enable the PWGSC modernization agenda by strengthening internal IM/IT practices.	CIO Operational Availability (service level agreement percentage met-Infrastructure and applications).	95%	Monthly
	CIO Project Performance (percentage on track).	75%	March 31, 2009
HRB's quality assurance plan is approved and implemented.	HRB QA plan approved at Departmental Policy Committee.	100%	April 1, 2008
	Percentage of QA plan implemented.	100%	October 1, 2008
Support for the transformation of PWGSC to deliver the government's agenda.	Number of communication elements produced for external audiences.	800	March 31, 2009
Professional, high quality internal audit and evaluation reports are produced. The Department accepts internal audit and evaluation reports and views the Internal Audit and Evaluation functions as being credible. The Audit and Evaluation Branch also supports the Department's open and cooperative relationship with the Office of the Auditor General and the Commissioner of the Environment and Sustainable Development.	Percentage of Office of primary interest satisfaction - Internal Audit.	80%	March 2009
	Percentage of Office of primary interest satisfaction – Evaluation.	80%	March 2009
	Percentage of Office of the Auditor General of Canada response times met.	100%	March 2009
	Percentage of projects subject to Quality Assurance.	100% (for Internal Audit) 100% (for Evaluation)	March 2009
Oversight and horizontal management of the activities surrounding the recovery of Sponsorship funds and the criminal trials, stemming from the former Sponsorship Program, and related lawsuits against the Crown.	Accurate information published in the Public Accounts and other documents provided to parliamentarians.	100%	March 31, 2009
	Information and updates provided to the DM and stakeholders on a timely basis.	100%	March 31, 2009
	Information, analysis and instructions provided to the litigation team in a timely manner.	100%	March 31, 2009
Establish strategic priorities and develop tools for sound, integrated management practices.	Percentage of ATIP requests responded to within the legislated time.	90%	March 31, 2009

Program Activity: *Business Integration – Performance Management*

Planned Spending and Human Resource Requirements

Business Integration - Performance Management	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Operating and Statutory Votes (in millions of dollars)				
Gross Expenditures	34.4	42.7	42.7	42.7
Less: Respendable Revenue	30.0	37.4	37.4	37.4
Net Expenditures	4.4	5.3	5.3	5.3
Full-Time Equivalents (FTEs)	478	591	591	591

Note: Business Integration – Performance Management figures reflect internal recoveries that cannot be charged to other program activities.

Program Description

The department will determine customer departments' strategic business needs: gather information on customers' upcoming requirements and communicate it to the business line branches; communicate business line information to our customers to align their service delivery expectations with PWGSC's evolving service delivery capacity; develop the infrastructure to effectively manage the Customer Relationship function; and, from a departmental perspective measure and monitor customers' perceptions of the value of PWGSC's services and report the results to the business lines so that they can be incorporated into their service planning, development and improvement processes. These activities are conducted and managed nationally through our National Capital Area and regional offices.

Expected Results

When the Service Integration Branch was dismantled in February 2006, this program activity was changed to focus on charges to Revolving Funds for Internal Services. In accordance with TBS directives, all expenditures and revenues in the Internal Services program activity are allocated to other program activities. To avoid double counting these charges for internal services provided to Revolving Funds, we allocate them to this program activity.

PWGSC Statutes

The *Act to establish the Department of Public Works and Government Services (DPWGS Act)*, passed in 1996, sets out the legal authorities for PWGSC services, including:

- Construction, maintenance and repair of public works and federal real property;
- Provision of office accommodation and other facilities;
- Provision of architectural and engineering advice and services;
- Planning for and acquisition of supplies and services;
- Planning and coordinating of telecommunications services;
- Provision of IM/IT systems and services upon request;
- Consulting and auditing services; and,
- The provision of translation and related services.

The Act also supports the Minister's responsibilities as Receiver General, and provides the authority for administrative and other services in relation to benefits, superannuation and pension plans and disbursement of pay to persons employed in the Public Service of Canada.

Since 1996, several amendments to the Act have been approved by Parliament. The *Budget Implementation Act,* 2005, which implements certain provisions of the budget tabled in Parliament on February 23, 2005, received Royal Assent on June 29, 2005. The Act contains two amendments to the *DPWGS Act,* which have not yet been brought into force. Section 9 of the *DPWGS Act* is amended to expand the mandate of the Minister to include exclusive authority for the procurement of services and construction for the federal government, (the Minister already has exclusive authority for the procurement of goods). Section 20 is amended to authorize the Minister to negotiate and enter into contracts on behalf of the Government of Canada and to make commitments to a minimum volume of purchases on its behalf.

Frameworks for exercising delegation and other support elements must be ready prior to bringing these provisions into effect.

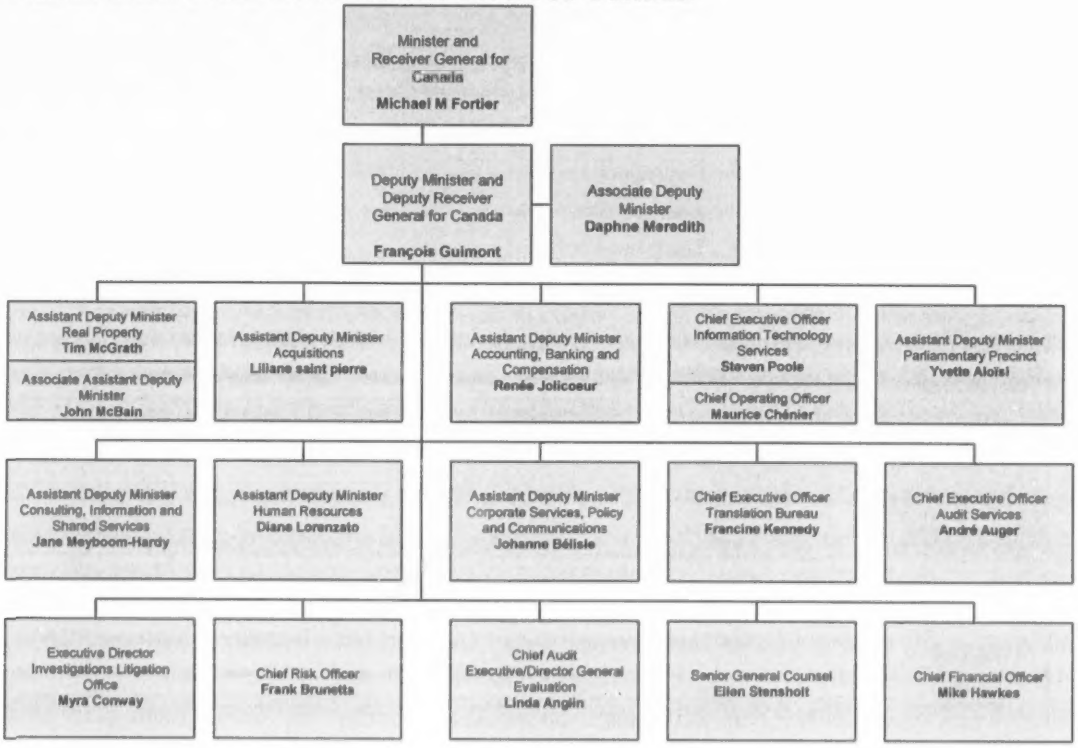
Section 8 of the Act was recently amended by the *Budget Implementation Act,* 2007 effective June 22, 2007. Previously, Section 8 established the authority of the Minister of PWGS to delegate procurement authorities to other Ministers. The amendment provides the Minister with the power to authorize other Ministers to sub-delegate those powers to officials within their jurisdiction. Until these amendments came into force, the Act was silent regarding the authority of other Ministers to sub-delegate. This amendment to the Act was required before fresh delegation of goods procurement authority delegation instruments could be issued by the Minister.

The *Federal Accountability Act (FedAA)*, which received Royal Assent on December 12, 2006, also includes provisions to amend the *DPWGS Act*. Section 306 provides for the position of Procurement Ombudsman to review, report and make recommendations on procurement practices in government, and to hear complaints from suppliers. Section 307 provides for the making of regulations to prescribe the duties and functions of the Ombudsman. These amendments will be brought into force by an Order in Council when the regulations are close to final. Statutes for which the Minister of Public Works and Government Services is accountable in Parliament include:

- *Anti-Personnel Mines Convention Implementation Act* – http://laws.justice.gc.ca/en/showtdm/cs/A-11.5
- *Bridges Act* – http://laws.justice.gc.ca/en/showtdm/cs/B-8
- *Canadian Arsenals Limited Divestiture Authorization Act* – http://laws.justice.gc.ca/en/showtdm/cs/C-11.4
- *Defence Production Act* – http://laws.justice.gc.ca/en/showtdm/cs/D-1
- *Department of Public Works and Government Services Act* – http://laws.justice.gc.ca/en/showtdm/cs/P-38.2
- *Dry Docks Subsidies Act* – http://laws.justice.gc.ca/en/showtdm/cs/D-4
- *Expropriation Act* – http://laws.justice.gc.ca/en/showtdm/cs/E-21
- *Federal District Commission Acts to have acquired certain lands* – http://laws.justice.gc.ca
- *Garnishment, Attachment and Pension Diversion Act* – http://laws.justice.gc.ca/en/showtdm/cs/G-2
- *Government Property Traffic Act* – http://laws.justice.gc.ca/en/showtdm/cs/G-6
- *Kingsmere Park Act* – http://laws.justice.gc.ca
- *National Flag of Canada Manufacturing Standards Act* – http://laws.justice.gc.ca/en/showtdm/cs/N-9
- *Ottawa River Act* – http://laws.justice.gc.ca/en/showtdm/cs/O-9.5
- *Payments in Lieu of Taxes Act* – http://laws.justice.gc.ca/en/showtdm/cs/M-13
- *Pension Benefits Division Act* – http://laws.justice.gc.ca/en/showtdm/cs/P-6.7
- *Publication of Statutes Act* – http://laws.justice.gc.ca/en/showtdm/cs/S-21
- *Seized Property Management Act* – http://laws.justice.gc.ca/en/showtdm/cs/S-8.3
- *Surplus Crown Assets Act* – http://laws.justice.gc.ca/en/showtdm/cs/S-27
- *Translation Bureau Act* – http://laws.justice.gc.ca/en/showtdm/cs/T-16

Organization Chart

Public Works and Government Services Canada



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Related Internet Sites

Acquisition Services – http://www.pwgsc.gc.ca/acquisitions
Business Access Canada – http://www.contractscanada.gc.ca
Consulting and Audit Canada – http://www.cac.gc.ca
Consulting, Information and Shared Services – http://www.tpsgc-pwgsc.gc.ca/apropos-about/fi-fs/gcisp-ciss-eng.html
Department of Public Works and Government Services Act – http://laws.justice.gc.ca/en/showtdm/cs/P-38.2
Federal Accountability Act – http://www.faa-lfi.gc.ca/faa-lfi/faa-lfi00_e.asp
Government of Canada – http://www.canada.gc.ca
Information Technology Services – http://www.tpsgc-pwgsc.gc.ca/apropos-about/fi-fs/its-sct-eng.html
Audit and Evaluation – http://www.pwgsc.gc.ca/aeb/text/index-e.html
Office of Greening Government Operations – http://www.pwgsc.gc.ca/greening
Office of the Auditor General of Canada – http://www.oag-bvg.gc.ca
Public Service Compensation – http://www.pwgsc.gc.ca/compensation
Public Works and Government Services Canada – http://www.tpsgc-pwgsc.gc.ca/
PWGSC Government On-Line (GOL) Public Report – http://www.pwgsc.gc.ca/gol/
PWGSC Alternative Forms of Delivery – http://www.pwgsc.gc.ca/realproperty/afps-afd/
Real Property Services – http://www.pwgsc.gc.ca/realproperty/
Receiver General for Canada – http://www.pwgsc.gc.ca/recgen/
Small and Medium Enterprises – http://www.pwgsc.gc.ca/acquisitions/text/sme/sme-e.html
Speech from the Throne – http://www.sft-ddt.gc.ca/
Translation Bureau – http://www.translationbureau.gc.ca/
Treasury Board Secretariat Guide to the Preparation of Part III of the 2007-2008 Estimates – http://www.tbs-sct.gc.ca/rpp/0708/guide/guide_e.asp